



# JOB MARKET OVERVIEW AND SALARY SURVEY

Uzbekistan | 2022

# CONTENTS

|  |     |
|--|-----|
| <b>Contents</b> .....                                    | 3   |
| <b>Our team</b> .....                                    | 5   |
| <b>Survey of the labour market in Uzbekistan</b> .....   | 6   |
| <b>Demographics</b> .....                                | 6   |
| • <u>Education</u> .....                                 | 11  |
| <b>Job Search</b> .....                                  | 13  |
| • <u>Job search methods</u> .....                        | 14  |
| • <u>Length of job search</u> .....                      | 14  |
| • <u>Reasons for leaving the company</u> .....           | 15  |
| • <u>Reasons for choosing a current company</u> .....    | 17  |
| • <u>Plans to change jobs 2022</u> .....                 | 21  |
| • <u>Salary expectations when moving</u> .....           | 23  |
| <b>Remuneration</b> .....                                | 29  |
| • <u>Salary Survey</u> .....                             | 30  |
| • <u>Bonuses</u> .....                                   | 33  |
| <b>Benefits</b> .....                                    | 35  |
| <b>Remote work</b> .....                                 | 38  |
| <b>Job satisfaction and motivation</b> .....             | 44  |
| <b>Relocation</b> .....                                  | 49  |
| <b>Forecast for the future</b> .....                     | 52  |
| <b>Expats from CIS countries in Uzbekistan</b> .....     | 54  |
| <b>Survey Methodology</b> .....                          | 56  |
| <b>Salaries by industry</b> .....                        | 57  |
| <u>Automotive sector</u> .....                           | 58  |
| <u>Banks and Financial Services</u> .....                | 61  |
| <u>Paper and packaging</u> .....                         | 64  |
| <u>HoReCa</u> .....                                      | 66  |
| <u>Ingredients and equipment for food industry</u> ..... | 68  |
| <u>IT, Telecom</u> .....                                 | 70  |
| <u>Logistics and transport</u> .....                     | 73  |
| <u>Industrial equipment and technologies</u> .....       | 75  |
| <u>FMCG</u> .....  | 77  |
| <u>Natural Resources</u> .....                           | 80  |
| <u>Professional Services</u> .....                       | 83  |
| <u>Retail</u> .....                                      | 85  |
| <u>Construction</u> .....                                | 87  |
| <u>Pharmaceuticals</u> .....                             | 90  |
| <u>Chemicals</u> .....                                   | 93  |
| <b>Salaries by discipline</b> .....                      | 95  |
| <u>Administrative</u> .....                              | 96  |
| <u>Information Technology</u> .....                      | 97  |
| <u>Marketing, PR, Digital</u> .....                      | 98  |
| <u>Human Resources</u> .....                             | 99  |
| <u>Supply Chain Management, Purchasing</u> .....         | 100 |
| <u>Finance and Accounting</u> .....                      | 101 |
| <u>Legal &amp; Compliance</u> .....                      | 102 |
| <u>About Antal Uzbekistan</u> .....                      | 104 |





# INTRODUCTION

Each new year brings fresh challenges to us. The year 2022 wasn't an exception, with events of this spring having, one way or another, affected Uzbekistan's job market. For this overview we surveyed specialists, middle managers, and top managers in Uzbekistan to form, in cooperation with them, a relevant picture of today's job market. This year the survey covered 2,566 people, a record number. The respondents mostly work for international and local brands in Tashkent.

First of all, my sincere thanks to our experts who adorned this publication with their articles in which they spoke about interesting cases from their HR practice.

## PLANS TO CHANGE JOB

In 2022, it takes less time to find employment. 40% of respondents managed to find a new job in under a month. Last year, this figure stood at 35%. As for job search methods, candidates were most commonly found by employers themselves (27%). At the same time, 17% of candidates found employment through their professional network. Importantly, this year saw an increase in the popularity of job search websites (16% in 2022 compared to 14% in 2021) and recruitment companies (9% of respondents found a job via this source compared to just 6% in 2021). By the way, we have created a [Telegram channel with vacancies](#) which is updated daily. Join to be the first to know about interesting projects!

In our practice we've seen cases when candidates refused to accept offers from companies in certain industries. What is the candidates' attitude towards alcohol and tobacco producers and to companies from the banking sector, the public sector, or the military-industrial complex? Find out in the 'Job search' chapter.

## SALARIES

There was a substantial rise in the number of employees who received a salary increase this year, from 49% in 2021 to 60% in 2022. Of the respondents who had an increase, 48% said their fixed salary had grown by 11 to 30%. Apart from this, we asked our respondents about their actual and desired salary levels and about the salary increase they received when they last changed jobs. When and how to increase salaries remains one of the most pressing issues for HR departments and the management. How often are salaries indexed by your competitors this year? What are the average salaries of specialists? Proper answers to these and other questions will help you with planning and budgeting for the coming period. [Contact our experts to request the terms for a customized survey.](#)



**Arseniy Kucheryuk**  
Head of Antal Uzbekistan

## BENEFITS AND MOTIVATION

If we take job aspects, employees demonstrate the greatest satisfaction with the atmosphere in the team and the relationships with the management. And which job aspects are 'the outsiders'? Read about this in the 'Satisfaction and motivation' section of this overview.

Over 60% of respondents have an opportunity to work from home. How often do they use it? See in the 'Remote work' chapter.

This year, apart from our traditional topics, we gave separate attention to corporate social responsibility (CSR), the effects of the inflow of expatriates from CIS countries on Uzbekistan's job market, relocation, and other matters. To conclude, I'd like to note that despite the turbulent times our respondents are optimistic about the future. 90% of respondents are positive about their career prospects, which means that the future looks bright for Uzbekistan's job market. Myself and my colleagues from the international recruitment agency Antal Uzbekistan will help you build an efficient team to meet your business objectives. [We are looking forward to your requests.](#)

Enjoy your reading!

Kind regards,  
Arseniy Kucheryuk  
Head of Antal Uzbekistan



# OUR TEAM

## CENTRAL ASIA

### UZBEKISTAN



**Arseniy Kucheryuk**  
Head of Antal Uzbekistan

Key areas of expertise: retail labour market trends in Russia and Uzbekistan, head hunting and executive search, personnel assessment at all stages of recruitment, full cycle recruitment.

### KAZAKHSTAN



**Michael Germershausen**  
Managing Director Antal International for the Eurasian Region

Key areas of expertise: industrial labour market trends, personnel management, business development in CIS.

## RUSSIA

### RECRUITMENT, LABOUR MARKET SURVEYS, OUTPLACEMENT



**Konstantin Bryauzov**  
General Manager Antal Talent

Key areas of expertise: job market trends, out-staffing and HR consulting, extensive experience in top management recruitment for Russian and foreign companies.

### OUTSOURCING, IT OUTSOURCING, MASS RECRUITMENT



**Vladimir Telyatnikov**  
General Manager Antal Business Solutions

Key areas of expertise: outsourcing, outstaffing, mass recruitment; hiring for industrial positions; hiring across Russia.

**MORE INFORMATION  
ABOUT US ON THE  
WEBSITE**

**[ANTALUZBEKISTAN.COM](http://ANTALUZBEKISTAN.COM)**



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[www.antaluzbekistan.com](http://www.antaluzbekistan.com)

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# DEMOGRAPHICS

In 2022, our survey covered 2 566 middle and senior managers and specialists. The survey was conducted between May 20 and June 30, 2022.

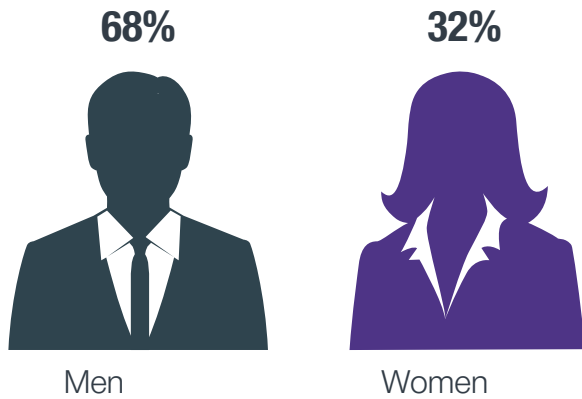
For more information about the format of the survey, see the Methodology section.





# DEMOGRAPHICS

## GENDER



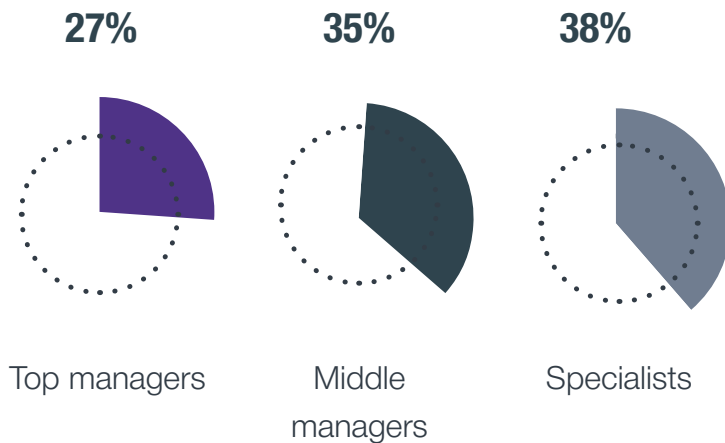
Most respondents work in Tashkent (86%).

95% of our respondents are citizens of Uzbekistan.

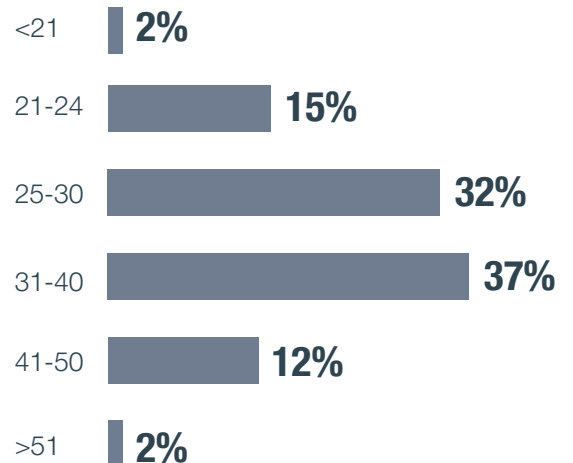
## TYPE OF EMPLOYMENT



## POSITION LEVEL

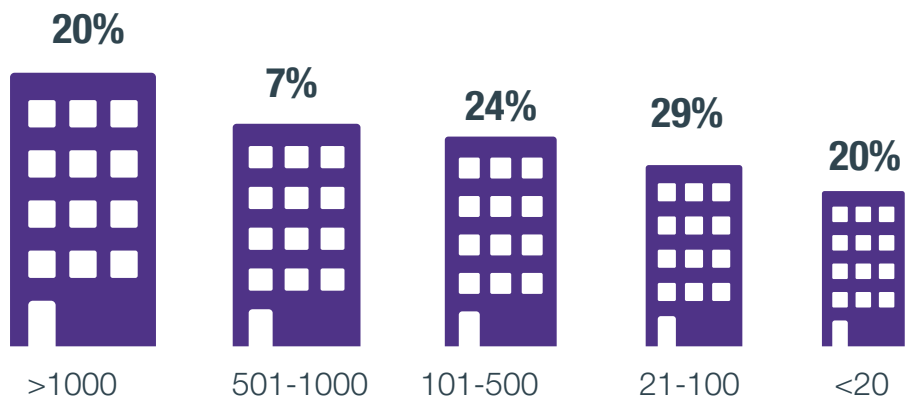


## AGE

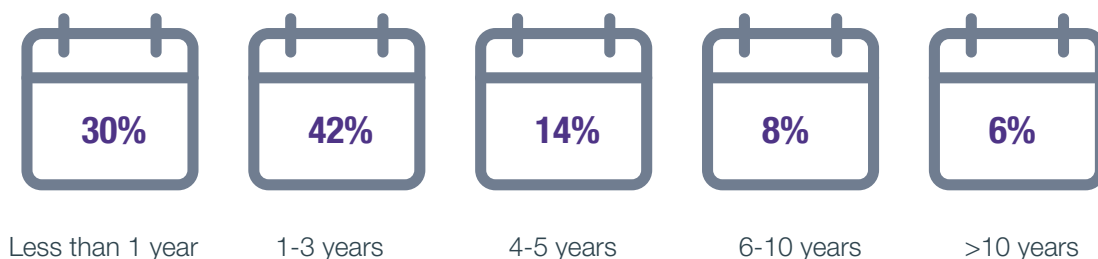




## SIZE OF COMPANY IN UZBEKISTAN



## LENGTH OF WORKING IN CURRENT COMPANY



## PROFESSIONAL DISCIPLINES







## INDUSTRIES

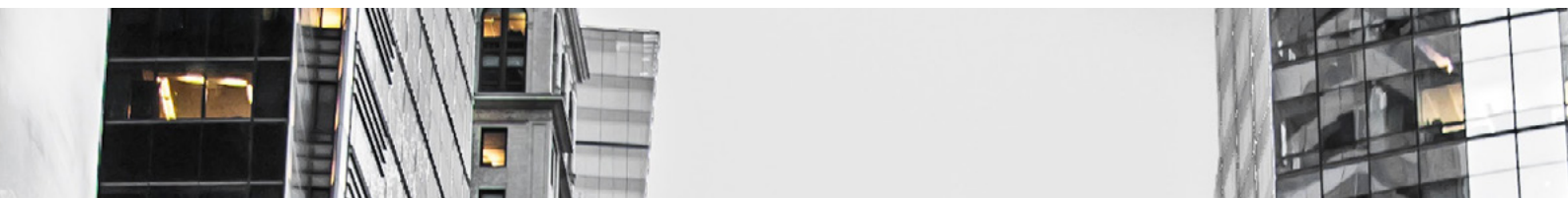


## DEMOGRAPHICS

## TYPE OF COMPANY



For detailed descriptions of industries, see the Methodology section





# SEVEN CRUCIAL SKILLS FOR HR SPECIALISTS IN 2022



**Venera Erzina**  
Chief Human Resources  
Officer at Orient Group

HR role is constantly transforming. HR managers must regularly develop practical skills and competences in personnel management in order to be efficient business partners. Traditional personnel management structure is also changing. It used to include HR records keeping, recruitment, hire, retention, compensations and benefits, which are complemented by new competences today: compliance, employees' morale management, HR marketing, digital HR and many others. HR managers take on different roles today, acting as a kind of people's advocates in the company, building the relationship system with employees, designing business strategies and arranging mediation between employees and employers.

Previous skills are becoming outdated and gradually side-lined, giving place to modern and more relevant approaches. **Here are the seven key skills and competences for a modern HR specialist:**

## 1. Data management

Payments are becoming as competitive as business itself. Companies are creating and improving KPI systems which generate employees' loyalty to business goals and awareness of their personal input into common cause. Due to the investment climate development, task-related project motivation is also becoming popular. At the same time, holiday bonuses, loyalty bonuses and discretionary bonuses are giving in.

## 2. Business instinct

The ability to transform corporate goals, mission, values, and business context into a strategy by organising the company's HR policy and activities in a way that would optimally meet its interests.

## 3. People's advocate

The ability to establish strong corporate culture, maintain healthy microclimate, skilfully communicate, get maximum efficiency from employees and play people's advocate and a communication expert.

## 4. Effective communication

Having perfect communicative skills: excellent writing, active listening, advanced negotiating, and public speaking. Being skilful at accepting opinions of others, correctly relay and exchange information. And, most importantly, the ability to manage any conflicts in the company.

## 5. Critical thinking

The ability to analyse the received information, think logically, make conclusions, find arguments, and make the best decisions in different situations. Critical thinking helps to manage changes, make out-of-the-box decisions and relay them to the employees properly.

## 6. Team formation

The ability to build relationships between employees and functions. Act as a link between different business units. Implement inclusive policy thus creating a perfect workplace for professional actualization which should result in higher employee performance and efficiency

## 7. Functional competence

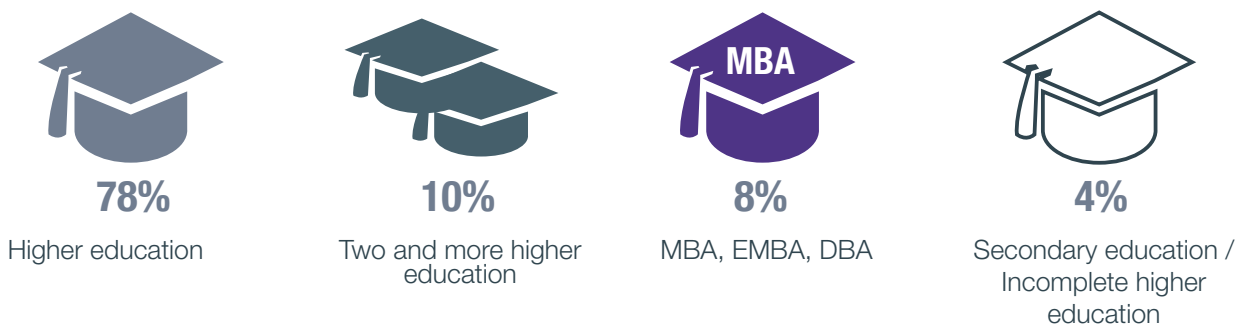
HR professional should be an expert at least in one functional area and an HR generalist in other HR competences.

These key skills will keep modern HR specialists competitive in their business environment and let them introduce most recent practices and tools in the company.

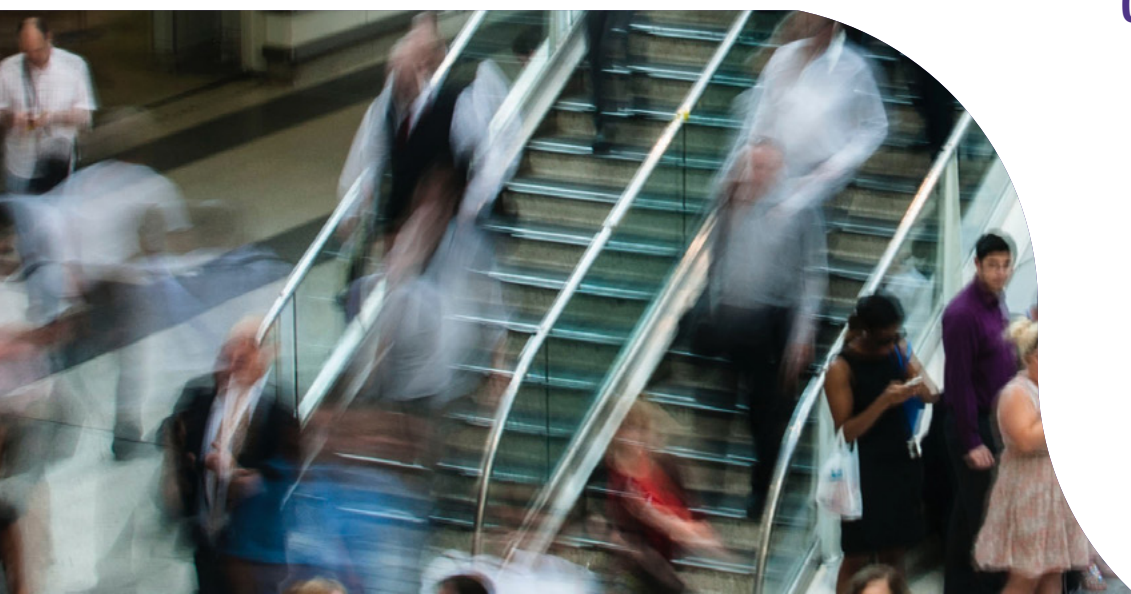
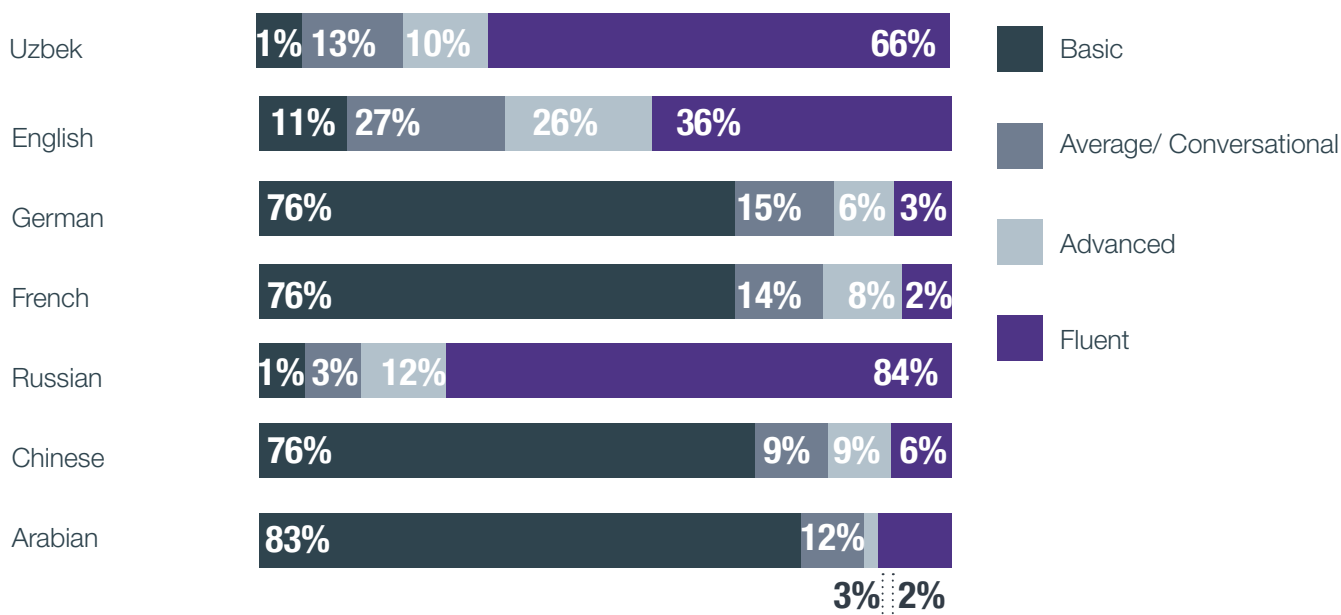


# EDUCATION

## WHAT EDUCATION DO YOU HAVE?



## LANGUAGE SKILLS:



**OUR VACANCIES ON THE WEBSITE [ANTAL.COM](http://ANTAL.COM)**







# INTERNAL COMMUNICATIONS IN A COMPANY IN A PERIOD OF TURBULENCE



**Galina Kan**

Director of the Human Resources Department  
International Beverages Tashkent

In times when businesses and their employees alike are undergoing uncertainty, risks, new enforced working patterns and relationships within the company/organisation, it becomes vital for the company's reputation and its relationships with the employees to have effective and timely internal communication, with a focus on human rights and care for health and wellbeing of the team.

The job market has undergone considerable changes over the recent years. Some companies suspended their work, others had to close. Only one-third of companies kept their full social benefits packages, while only one in five employers adjusted salaries, and only a few are offering free psychological counselling to their employees. However, the actions taken could only partially reduce the anxiety level.

How do you improve team communication, which tools can you use and why shared information space is so important for the company's efficiency?

When we are trying to communicate outside the company, we are employing the best resources — HR department, copywriters, we are trying to catch the eye with a headline. When we communicate inside the company, we tend to lower the bar: everybody knows everyone, so the information can be spread easily just from the smoking room. In actual fact, internal communication is equally important. It is openness which becomes an important feature of internal communication in times of insecurity, it helps beat the fear of uncertainty. The company's life may change at any time, but any serious changes during a crisis may entail the most severe consequences for the whole business. Last year we didn't have much good or happy news. More often the situation looked like in the old joke where the superior is saying to his employees that he has two pieces of news and both are bad.

Cost saving, salary reduction, cancellation of compensation packages, and job cuts negatively affected labour efficiency, employees' morale, their attitude to the company and work in general. These developments, in their turn, considerably reduced the chances of businesses to come out of the crisis with minimum losses. Only the company leaders who had built up proper anti-crisis internal communication managed to come out the winners.

My experience proves that there are several unbreakable rules to be followed for efficient communication during insecure periods:

**People accept changes easier if they know the reasons and the need for the upcoming changes.**

Any changes in work or in the corporate structure are driven by the intention to strengthen one's position in the most challenging times. When you genuinely believe this, you have to convey this confidence to your employees — that any decline is a temporary measure which will take the company to a new development level in future. Let them know there are certain advantages in any negative changes. The key thing is to be genuine and to actually calculate positive aspects of upcoming events.

**All news must be communicated to the employees and it must come from the immediate superior.**

Depending on the scope of the upcoming changes and the amount of people affected, they can be communicated by the General Director as well as the function leader or a representative of the HR department. The key is to communicate news personally. Some experts recommend giving bad news by e-mail or intranet. But I would like to stress that only

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personally communicated news about upcoming changes gives you a chance to keep reputation and people's trust. E-mail or intranet can be used secondarily, to record the case, so that if needed (after all the questions have been answered), the employees could once again have a close look at all details of the upcoming changes.

### **Only a document signed by the leader can be communicated.**

Strictly avoid any messages while the prospective changes are only under discussion. There have been many cases when optimization and restructuring of a company never took place. The situation may change any day, so it is easier to prevent any leaks before making the final decision than restore relationships in a scared team.

### **Avoid gossip.**

In such a situation the superior's task is to keep the team working and prevent ridiculous interpretations. It can be achieved by immediate provision of exact information to all employees, explaining the situation, listening and answering all the questions.

The leader's task is to keep the team working and prevent ridiculous interpretations.

It is obvious that upon hearing bad news the employees first think how it will backfire on them personally. It is important to understand what problems may be encountered by people who will be affected, especially if we are talking about redundancy. Personal meetings can be helpful. The superior won't need much skills to announce the dismissal, but he or she will need the skills to part with the employee amicably. Such tools as letters of recommendation and appreciation, assistance with searching for a new job can be helpful.

Internal communication is vital in a company where most employees are working remotely or, as we say, "in field conditions". In such situations it is important to focus on horizontal communication because each employee may keep in touch with the management but have no idea what his colleagues are doing.

In a crisis or in a situation of uncertainty, instructions matter more for the employees than options of possible actions. Your information must be fact-based, provide proofs and references to reliable sources, be up-to-date and timely (update your information regularly) and specifically relevant. Instructions must always be clear and simple.

To sum up, I would like to point out that apart from all the things mentioned above, you need trips and meetings where ideas can be discussed (amiable environment is mandatory, no dressing down anticipation), work correspondence ethics, respect for private space — everything seems to be important when teams are concerned. I believe such efforts result in better dedication, commitment and, as a consequence, higher efficiency. I find a lyrical approach appealing: all team members must care for the final result. Joint, not counter work efforts are important.

The time of uncertainty for any business is a time of challenges. It is the employees who will have to overcome these challenges, and who become the company's major resource. Considering all these factors, the work of HR leaders must become a "point of support" today, and once the turbulence zone is passed, it will become the "point of growth" for every business.

# JOB SEARCH

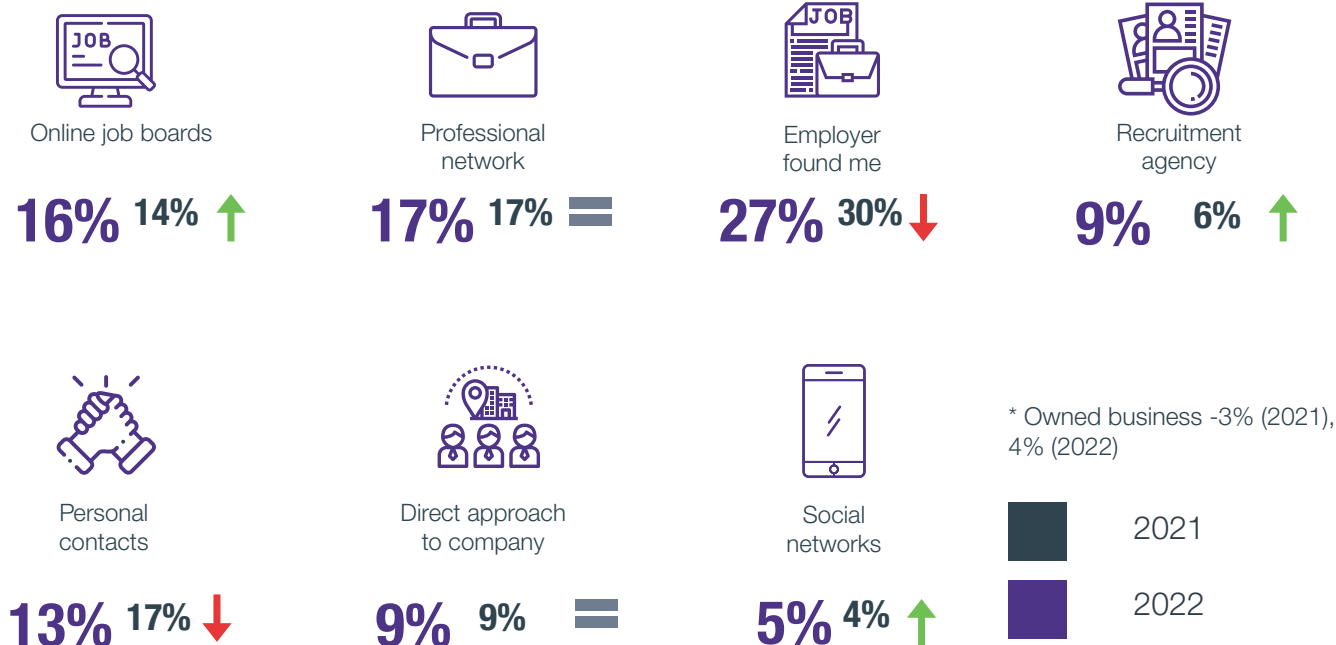




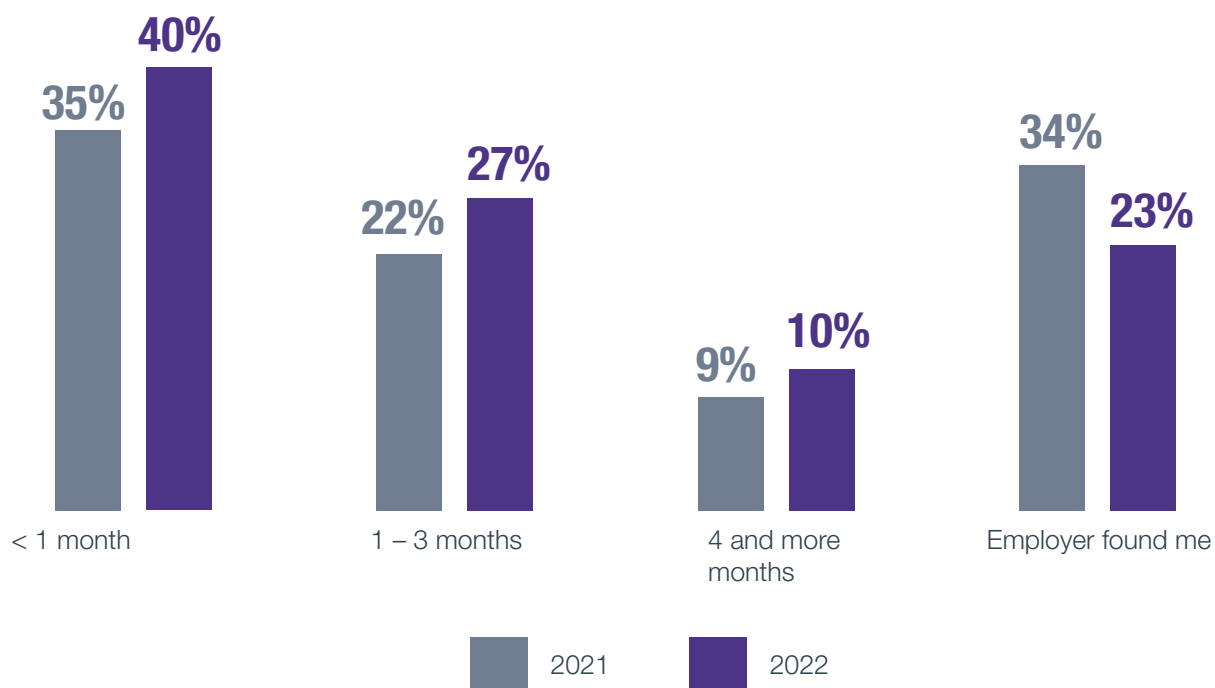
# JOB SEARCH



## HOW DID YOU FIND YOUR CURRENT JOB?\*



## LENGTH OF JOB SEARCH



\* Answers of respondents who searched for a job in the last year



## REASONS FOR LEAVING PREVIOUS COMPANY



**28%**

Got an interesting new offer



**27%**

Low salary



**27%**

Absence of career development



**18%**

«Boring», tasks are no longer interesting



**15%**

Instability in the company



**12%**

I wanted to change industry



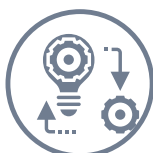
**12%**

Poor work/life balance



**10%**

Poor employer brand



**10%**

Change of management



**9%**

This is my first job



**8%**

Lack of in-house training



**8%**

Poor benefits package



**7%**

Not satisfied with the workplace



**6%**

Conflict with management /colleagues



**6%**

Unofficial salary



**6%**

Inconvenient office location



**5%**

The company closed down / went bankrupt



**4%**

Absence of remote work



**2%**

Too many business trips



**2%**

Redundancy



# WHAT CAN HR ANALYTICS SHARE WITH BUSINESS?

HR analytics is a highly effective tool for business administration. However, the emphasis is on analytics: metrics and reports are for HR, while analytics of HR indicators is for business.

## HR analytics helps business to:

### 1. Evaluate the efficiency of the current management system.

In case of poor key HR indicators, the HR management system should be reconsidered both by HR and full corporate management. It can be evidenced by such popular indicators as engagement, continuity index, turnover and absenteeism rate.

### 2. Evaluate the current pay system.

The following indicators should be considered: administrative discipline rate, KPI achievement and achievement of established plans. If these indicators are often negative, it means the current pay system is not related to your business goals.

### 3. Predict turnover rate.

A certain analytics combination may help detect the risk of turnover rate growth even if this rate is quite low at the moment. We find out which specialists are resigning and why, then we relate these indicators to the current employees and forecast the resignation risks.

### 4. Evaluate your business's readiness for development.

If there are plans for an expansion or a build-up of business scope, it will be helpful to understand whether the business is ready for this in terms of labour resources. Personnel competences must be measured against "competences of the future".

### 5. Be proactive.

The results of employees' surveys tell us what is important for the employees today, give us novel ideas for business development and allow to develop the business dynamically. If you want to be helpful, don't overload the business with reports, indicate a data-based vector of development instead.



**Katerina Sadykova**

Head of C&B  
Enter Engineering Pte. Ltd

### 6. Prepare staffing replacements.

We can assess and present to the business ready candidates for newly appearing top positions. Also, competently design a set of indicators to assess the risk of key employees leaving for various reasons.

### 7. Save the budget by calculating the effectiveness of investment in HR functions.

Businesses like this option just as much as the others. By measuring the "ROI" of funding HR -programs, training, you can understand their effectiveness and reorient the budget if necessary.

Only with HR metrics analytics can you tell the business what it really needs. If you want to help, do not burden business with reports, show the vector of development, justifying the data.





## REASONS FOR CHOOSING ONE'S CURRENT COMPANY



49%

33%

Better career development



27%

28%

Better work/life balance



48%

50%

Good team/ colleagues



24%

10%

Comfortable workplace



47%

45%

More responsibility or new challenges



17%

10%

Option of remote work



44%

47%

Higher salary



16%

21%

Better office location



42%

44%

More stable company



14%

12%

Interesting training programs



28%

28%

Stronger employer brand/  
Attractive corporate culture



14%

12%

Improved benefits package



27%

22%

Officially declared salary



5%

6%

Relocation

2022

2021

JOB SEARCH



# HOW DOES SOCIAL RESPONSIBILITY AFFECT CORPORATE CULTURE?



**Rano Nurmuratova**

Human Resources Director  
Veolia Energy Tashkent

This is an interesting and a tricky question. It captured my attention at once. It's interesting because of its relevance, not just because only a few Companies link their activities and contribution to the society with their corporate culture.

I can't help recalling the slogan from MAN Auto corporate video, "Everything starts with a vision". True, Companies which have defined their vision and their mission (essence) are sure about their plans and their place in the society, they know how they are going to take part in dealing with societal issues or how they can be useful.

Just recently I interviewed a candidate for a senior role in one of the departments of the Company where I'm currently working. It was pleasant and a little unusual to hear it when the candidate spoke about his vision and his desire to work in a Company which has a responsibility to the society and conforms to this statement by its business activities. He laid much stress on the fact that he would like to link his future career with Companies which prioritized tasks aimed at improving the environment. Of course, one might smile and say that it wasn't but a marketing step for better self-presentation before the employer. However, when I dug deeper and asked more questions to better understand the candidate I saw that he really did prioritize the opportunity to fulfil his vision and his social responsibility via the Company's values because these values matched his own and because these values and the responsibility to the society were an inherent part of the Company's corporate environment. From the facts and examples given during the course of the interview I understood how well the candidate was able to adhere to his values via his actions when they were taken in a supportive environment.

I use this example to demonstrate the crucial role of corporate culture in employee engagement, their commitment, and their loyalty to their Company or Enterprise.

So how does social responsibility affect corporate culture? Rather, corporate culture determined by the Company's mission and values has a direct effect on the Company's plans and role in the social environment. So, Companies that have values which go beyond internal behaviour and activities and play a meaningful part in the society become an attractive place to work. Such Companies adhere to their principles and become a platform for making not only high-class professionals but also responsible citizens.

Let me share my practical experience in this area. Over the course of my work there were numerous occasions when I had to initiate or implement corporate culture principles or participate in this process. The culture building process is always based on the question WHAT FOR? At various brainstorming sessions our teams asked themselves a question, "What does the enterprise exist for? Why was it created and why is it working, apart from making financial profit?" In other words, you must define what the Enterprise or the Company bring to the society. When you have found a true answer to this question, the mission and the fundamental principles, or, in other words, values, are formed. But, all these things must be reflected in the Company's actions, i.e. in its business plan and objectives, relationships with partners and suppliers, in its everyday work, in employee appraisal and rewarding, and, of course, in candidate evaluation.

Thus, corporate culture is the environment where your workers will enjoy doing their work because their values match those of the employer, they will be loyal and will use their knowledge and skills to help the Company make a profit because they are

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interested in its thriving and in long-term relationships, they will be strong ambassadors of the Company through social responsibility so that the Company can become a business leader and be respected by people and the community.

Social responsibility is the Company's voluntary contribution to the development of the society in the social, economic, and ecological spheres which is directly related to the Company's main activity and goes beyond the minimum defined by the legislation.

A socially responsible Company may act in various spheres, such as public health, environmental protection, safety, civil rights, consumer protection, etc.

Socially responsible Companies which prioritize their workers' well-being and build their corporate culture based on the 'responsible employer' principle are acting in compliance with the norms of the labour law. In Companies where I've been fortunate to work, local norms often exceeded the legislative requirements in aspects such as social benefits and measures to improve working conditions.

To conclude, I'd like to emphasize that without internal culture social responsibility becomes a one-off event. Ideally, it's a chain of actions, principles, responsibility, and discipline of the Company itself which are reflected in the behaviour, discipline, and outlook of the employees and which result in people's attitude to the Company, such as respect or disrespect, support or criticism, which can lead

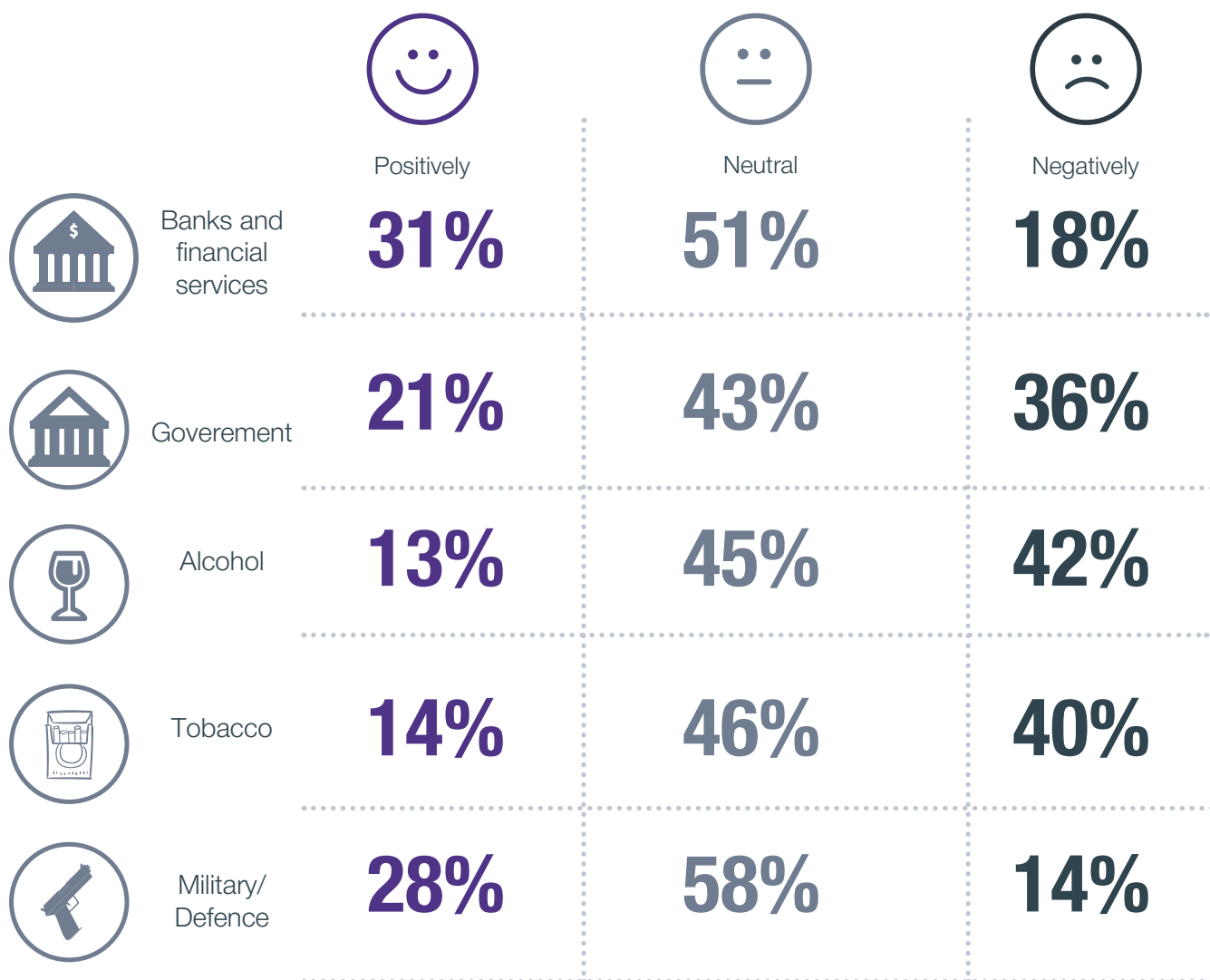
to either a rise or a fall in business activity and profits, either development or decline. Socially responsible Companies naturally have competitive advantages over those without such responsibility.

This is why I'd like to stress once again the importance of defining your principles and management style, your long-term plans, and your attitude towards yourself (here – to the Company) and towards your clients, partners, and workers.

Wishing you growth and prosperity!



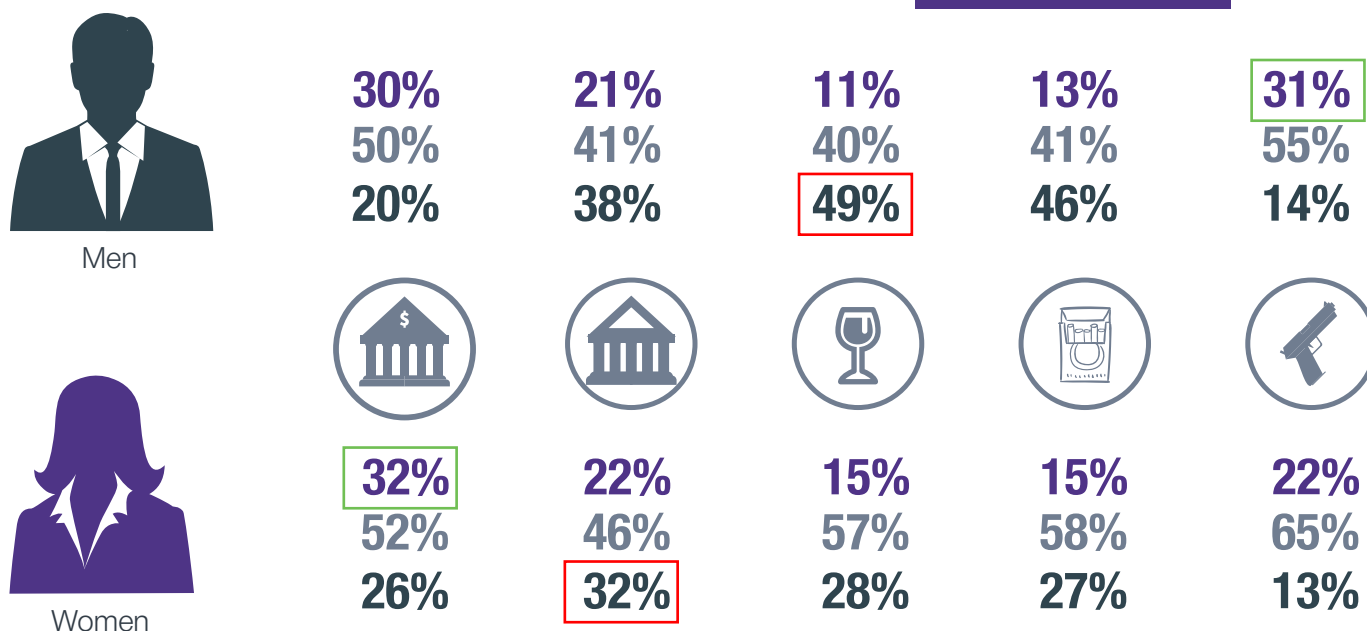
## HOW DO YOU FEEL ABOUT WORKING FOR THE COMPANIES LISTED BELOW?



JOB SEARCH

Male respondents have the most positive attitude from the listed industries to work in the defense industry, women to the banking sector. Women have the most negative attitude to work in the government sector, men in the alcoholic beverage company.

### DEPENDING ON GENDER

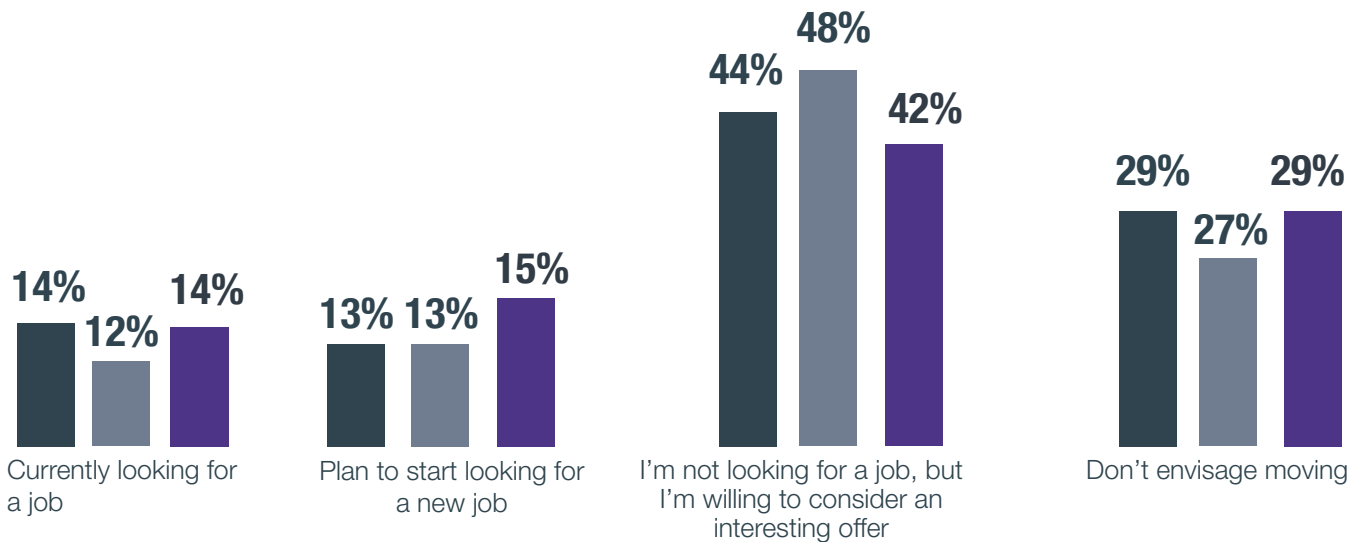






# JOB CHANGE

## PLANS TO CHANGE JOB



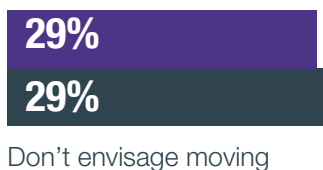
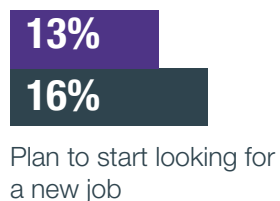
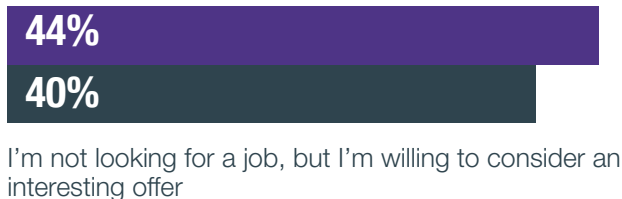
JOB CHANGE

## INTERNATIONAL VS. LOCAL COMPANIES (2022)

International



Local (Uzbek)





# SUCCESSION PLANNING IN COMPANIES (BEST PRACTICES)

When we are talking about succession planning, the famous quote of Taras Bulba: “Be patient, you will be hetman one day”, which became a popular saying, immediately comes to my mind. Why this phrase? I guess it’s because many companies have witnessed what the candidates who wished to substitute senior positions had to go through before they actually got the position.

It is certainly driven by corporate culture in the first place, managers’ understanding of the need for succession planning and personnel development, but also by the fear that managers will be “done out of a job”. However, there is a different practice which has proved the effectiveness of proper identification of potential talents, career planning, and growth.

## A “working” succession planning system must include:

- talent development culture;
- managers’ understanding of the need for succession planning;
- PROPER talent spotting and development system;
- management involvement in talents’ development.

For almost ten years I have been privileged to be a member of a huge HR team in the global General Motors company where the succession planning system has been changing together with the corporate development and strategies, and still proved to be efficient on a global scale because the prospective candidates came from different countries and business areas. I believe, many global companies use a similar system but the one I am focusing on had some features which allowed faster and better “talent” spotting. The system consisted of four stages:

1. Talent spotting.
2. Talent pipeline establishment.



**Olga Pak**  
HRD  
Uzavtosanoat

3. Development of talent pipeline members.
4. Substitution of executive and key positions.

Each stage was divided into several steps or methods. I will focus on the most critical ones in each stage. When spotting a potential, qualification criteria must be a crucial requirement because both employees and managers need to understand which people and with which competences can make it into the talent pipeline.

Managers often confuse such terms as high potential employee, high performer and employee with critical skills. The major difference is whether they have leader’s competences. Meaning that a person with critical and valuable skills or knowledge, or a high performer may neither be able nor want to become a manager or may not have a relevant level of competences for that.

When evaluating talent pipeline potential, analyse the state of talent pipeline first. Imagine a company with thirty key senior positions, 50% are under dismissal risk due to the expiration of expat contracts, retirement, maternity leave or other reasons. Out of 50% only 30% have two succession candidates each. What can you do in this case? Urgently identify potential talents for vacant talent pipeline positions.

We used a calibration tool for identifying high potential employees through the 9 box assessment tool based on personal evaluation of employees’ performance. The evaluation included two indicators: business results and behaviour rating (leader’s competences). Once the talents are identified, they must be evaluated according to the characteristics and competences of the talent pipeline. Each company may set up its own parameters based on corporate culture and values. Our company used four fundamental factors as essential characteris-





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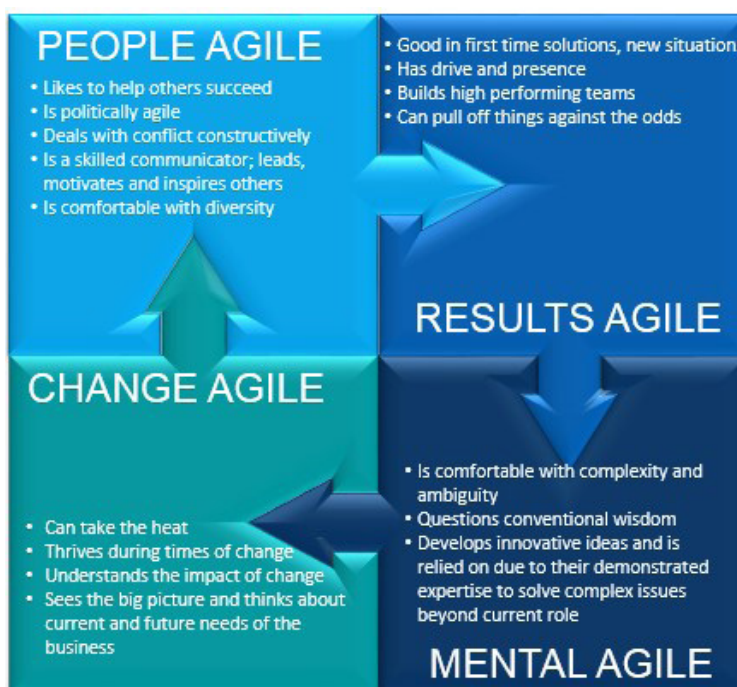
tics: “agile” approach to people, results, change management, and emotional aspect.

Then follows calibration of all talent pipeline candidates according to key leader’s competences. Only employees with the highest potential are left after the last filter is applied.

Now comes the time for development planning. There are three general categories of talent pipeline members according to their readiness: ready now, ready in 1-3 years, ready in 3-5 years. Each category has its own mechanisms and tools for the development of certain knowledge, skills, and competences.



The most popular ones are classic workshops, cross-functional work, and project work. We also used short-term (from three months to one year) appointments — internships in the company’s business units in other countries aimed at getting new experience, involvement in process development and participation in global



>>>



projects. Upon the interns' return, similar processes had to be introduced in the company, new experience and knowledge applied, and personnel trained.

|                | Name  | Name  | Name  | Name  | Name  | Name  |
|----------------|-------|-------|-------|-------|-------|-------|
|                | Title | Title | Title | Title | Title | Title |
| <b>FACTOR:</b> |       |       |       |       |       |       |
| Factor 1       | ■     | ■     | ■     | ■     | ■     | ■     |
| Factor 2       | ■     | ■     | ■     | ■     | ■     | ■     |
| Factor 3       | ■     | ■     | ■     | ■     | ■     | ■     |
| Factor 4       | ■     | ■     | ■     | ■     | ■     | ■     |
| Factor 5       | ■     | ■     | ■     | ■     | ■     | ■     |
| Factor 6       | ■     | ■     | ■     | ■     | ■     | ■     |
| Factor 7       | ■     | ■     | ■     | ■     | ■     | ■     |
| Factor 8       | ■     | ■     | ■     | ■     | ■     | ■     |
| Factor 9       | ■     | ■     | ■     | ■     | ■     | ■     |
| Factor 10      | ■     | ■     | ■     | ■     | ■     | ■     |

All “talent” development plans should be regularly reviewed by management at so-called talent reviews where the status of talent pipeline members is monitored, inclusion and exclusion from the pipeline are discussed, one or more employees from the talent pipeline introduce themselves in the form of a self-presentation.

I remember a case when I only started working as a training manager and had to present a major cooperation project I had been working on to senior management. My HR Director at the time, the greatest woman of all times in my opinion, said to me: “You must be the one to present this project, no one knows it better than you. And it will be a good chance of leadership exposure”. I didn’t know what it meant back then. Later on, when working with the talent pipeline, I realised how important it is to be able to personally communicate your achievements and skills to the management, so that you can be appreciated, unlike doing it through a formal presentation or HR director’s report.

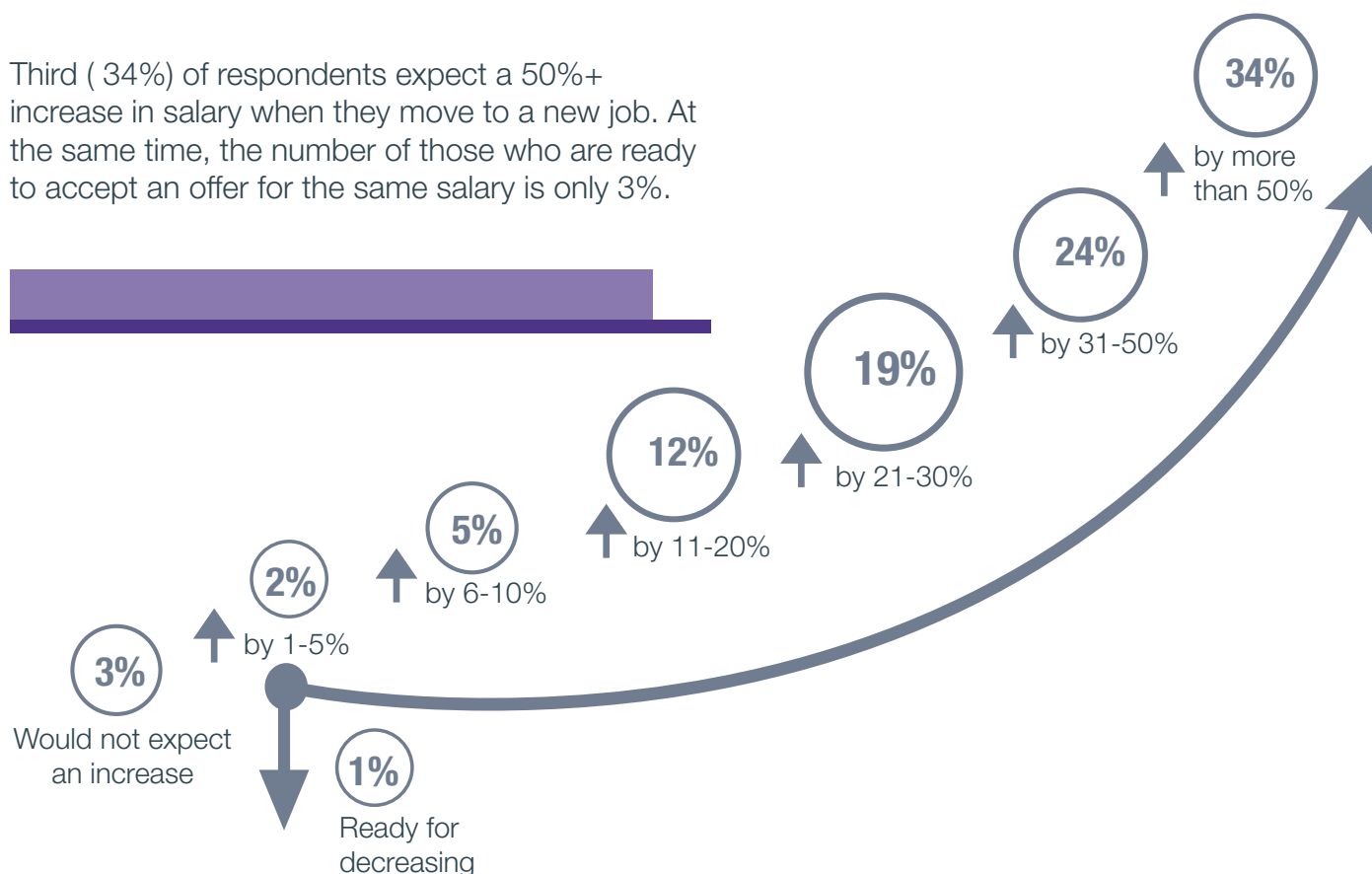
I often heard the same question from the talent pipeline members: “Do I have to stay in this pipeline forever until my superior resigns?” It is true that vacancies don’t open straight away. However, the talent pipeline principle dictates to prepare candidates for each key position. The only question left is whether the candidate fits. For example, being a talent pipeline member for the position of an HR Director, the employee can also be a candidate for the substitution of other related positions if he or she has enough knowledge and competences. Summing up, I would point out that corporate succession planning is an essential and effective tool which allows to retain talents, plan one’s future for several years ahead to avoid turnover and absence of candidates for senior positions, and have a systematic and smooth transition of authority from one employee to another.





## IF YOU WERE CONSIDERING A NEW ROLE (EXTERNALLY), WHAT WOULD YOU PERCEIVE TO BE AN ACCEPTABLE INCREASE IN BASIC SALARY?

Third ( 34%) of respondents expect a 50%+ increase in salary when they move to a new job. At the same time, the number of those who are ready to accept an offer for the same salary is only 3%.



JOB CHANGE

### DEPENDING ON POSITION LEVEL

|                              | Top Managers | Managers | Specialists |
|------------------------------|--------------|----------|-------------|
| by 1-5%                      | 1%           | 2%       | 1%          |
| by 6-10%                     | 7%           | 5%       | 4%          |
| by 11-20%                    | 16%          | 10%      | 10%         |
| by 21-30%                    | 17%          | 18%      | 20%         |
| by 31-50%                    | 24%          | 25%      | 22%         |
| by 50%+                      | 32%          | 35%      | 39%         |
| Would not expect an increase | 2%           | 3%       | 3%          |
| Ready for decreasing         | 1%           | 2%       | 1%          |



## JOB SEARCH METHODS IN 2022



Professional network

**64%**



Online job boards

**62%**



Social network

**62%**



Direct approach to company

**39%**



Recruitment agency

**37%**



Personal contacts

**35%**

## WHAT SEARCH METHODS WILL YOU USE TO FIND A JOB?

### DEPENDING ON POSITION LEVEL (2022)

|                            | Top Managers | Managers     | Specialists  |
|----------------------------|--------------|--------------|--------------|
| Online job boards          | <b>52%</b>   | <b>63%</b>   | <b>67%</b> ← |
| Professional network       | <b>69%</b> ← | <b>67%</b> ← | <b>58%</b>   |
| Recruitment agency         | <b>45%</b>   | <b>37%</b>   | <b>32%</b>   |
| Social network             | <b>53%</b>   | <b>63%</b>   | <b>65%</b>   |
| Direct approach to company | <b>31%</b>   | <b>38%</b>   | <b>47%</b>   |
| Personal contacts          | <b>40%</b>   | <b>38%</b>   | <b>35%</b>   |

Top managers and managers more often plan to use their professional network (69% and 67%, respectively) when looking for a job. Specialists more often plan to turn to online job boards.



# RETENTION IT PROFESSIONALS

With tech professionals, especially skilled specialists who are in constant and high demand, you face a difficult battle to keep hold of your best tech talent. To retain the cream of the crop, you'll have to make your work environment more appealing than anything else that comes their way.

The four top reasons employees leave companies might be the following:

1. lack of management recognition of their job performance;
2. inability to see how their work contributes to the business;
3. strained relationships with co-workers; and
4. boring and unchanging work.

IT pros are “doers.” They like to see the projects they're engaged in bring results, and they want to feel that their work is valued. If projects are poorly managed, morale can deteriorate quickly. IT managers, who tend to be more task- than people-oriented, and who are over-burdened with work themselves, often forget the importance of letting employees know that their work is really valued. This can lead to employee attrition.

As organizations struggle to find a way to cope in an economic slowdown, the simple act of a leader recognizing a person in a meaningful and memorable way is the missing accelerator that can transform the speed and quality of performance.

## **I would suggest promoting an open and collaborative work culture**

It seems easy to create an open and collaborative work culture, but in IT it can be a special challenge. This is because the nature of IT work is factual and introspective. It's easy to get buried in a project and forget to communicate status to a workmate – or to be consumed by planning or budgeting as a CIO and forget to “walk the floor” and visit staff members.

Those heading up IT can make a conscious effort to improve open communication and engagement by setting an example of personal engagement with staff themselves. When staff members understand IT's strategic direction because the CIO has directly communicated it to them, as well as why they are undertaking certain projects, work be-



**Amina Eshonkulova**  
Head of Human Resources  
QBA IT

comes purposeful. Team members also benefit if they know that support is available when they need it, and when they know that they can freely go to anyone's office, from the CIO on down. The net result is that people are happier at work, and less likely to leave an inclusive work culture.

## **The most important aspect is to invest in your staff**

According to this Harvard Business Review (HBR) article, “The most critical skill for IT in the decade ahead will be the ability to constantly learn and adapt.” A staple of every performance review should be a career and/or skills development plan for the employee. This plan should address employee professional goals, as well as the natural aptitudes that employees demonstrate on the job. From here, training, and mentoring plans for developing employee potential should be defined and followed. Career and skills development plans should be targeted for up-and-coming employees and recent hires, and also for longer-term staff who want to cross-train and learn something new. Employees want to know that they have a future with the company. If they see career development support and feel they can move forward, they are less likely to seek an opportunity with someone else.

**“Investing in employees' career development can mean big payoffs for organizations. Employees who feel supported and empowered to pursue their career goals are more likely to stay where they can build their skill sets and potentially lead the organization in the future.”**

For example, in our company “JV QBA IT” LLC, there is a “Regulation on the development of employees' careers”, according to which the company takes responsibility for paying for IT Certification. Most of our employees take advantage of this opportunity and,

**>>> next**



most likely, are satisfied that they can earn and study at the same time and feel the support of the company in their development.

At the same time, the company will have more trained, more qualified employees who will provide better services to customers.

### **Know why employees leave**

Every business process should be one of continuous improvement – so it is surprising that nearly two-thirds of UZB companies don't even know why their employees are leaving.

HR exit interviews of departing employees should be conducted and referenced so IT and other business areas can figure out what went wrong when it came to retaining key talent – and correct it going forward. At the same time, it gives to the company and the management to realize what went wrong and which are the main aspects to improve within a company.

**“The environment, as a whole, needs to not only be conducive to efficient work, but to teamwork and trust.”**

**“Talent is more than hiring great people, it means keeping them inspired and engaged by helping them reach their career goals.”**



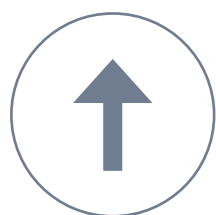
# REMUNERATION





# SALARIES

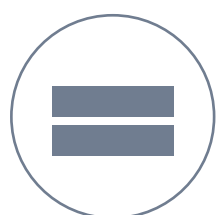
## HOW HAS YOUR SALARY CHANGED FROM LAST YEAR?



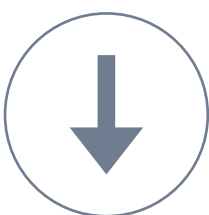
Increased



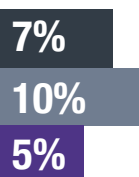
60% of respondents received a salary increase in 2022, the highest in three years. Only 5% of respondents saw their salaries decrease.



Didn't change



Decreased



**WANT TO KNOW MORE ABOUT SALARIES IN INDIVIDUAL REGIONS?**

ASK FOR SPECIALISED LABOUR MARKET SURVEY.



**63%**  
Increased



**54%**  
Increased

**33%**

Didn't change



International



Local (Uzbek)

**40%**

Didn't change



**4%**

Decreased



**6%**

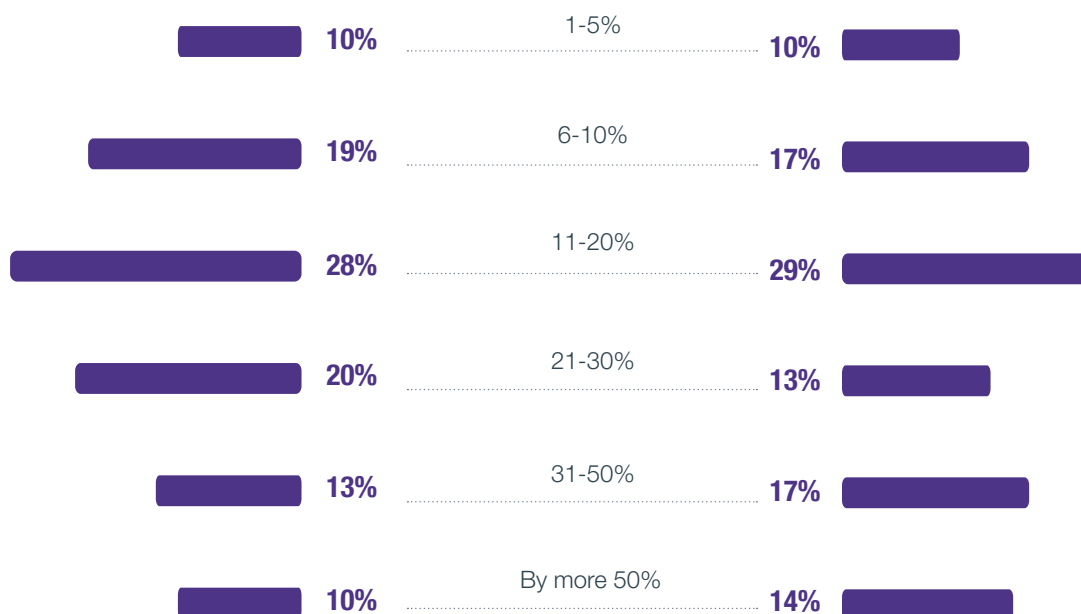
Decreased



## PERCENTAGE OF SALARY CHANGE IN 2022\*

### PERCENTAGE OF SALARY INCREASE

### PERCENTAGE OF SALARY DECREASE



## REASONS FOR SALARY DECREASE

40%



Moved to a new job with a lower salary

33%



Because of the exchange rate

16%



The company revised the salaries and reduced them

10%



Transferred to a reduced work schedule

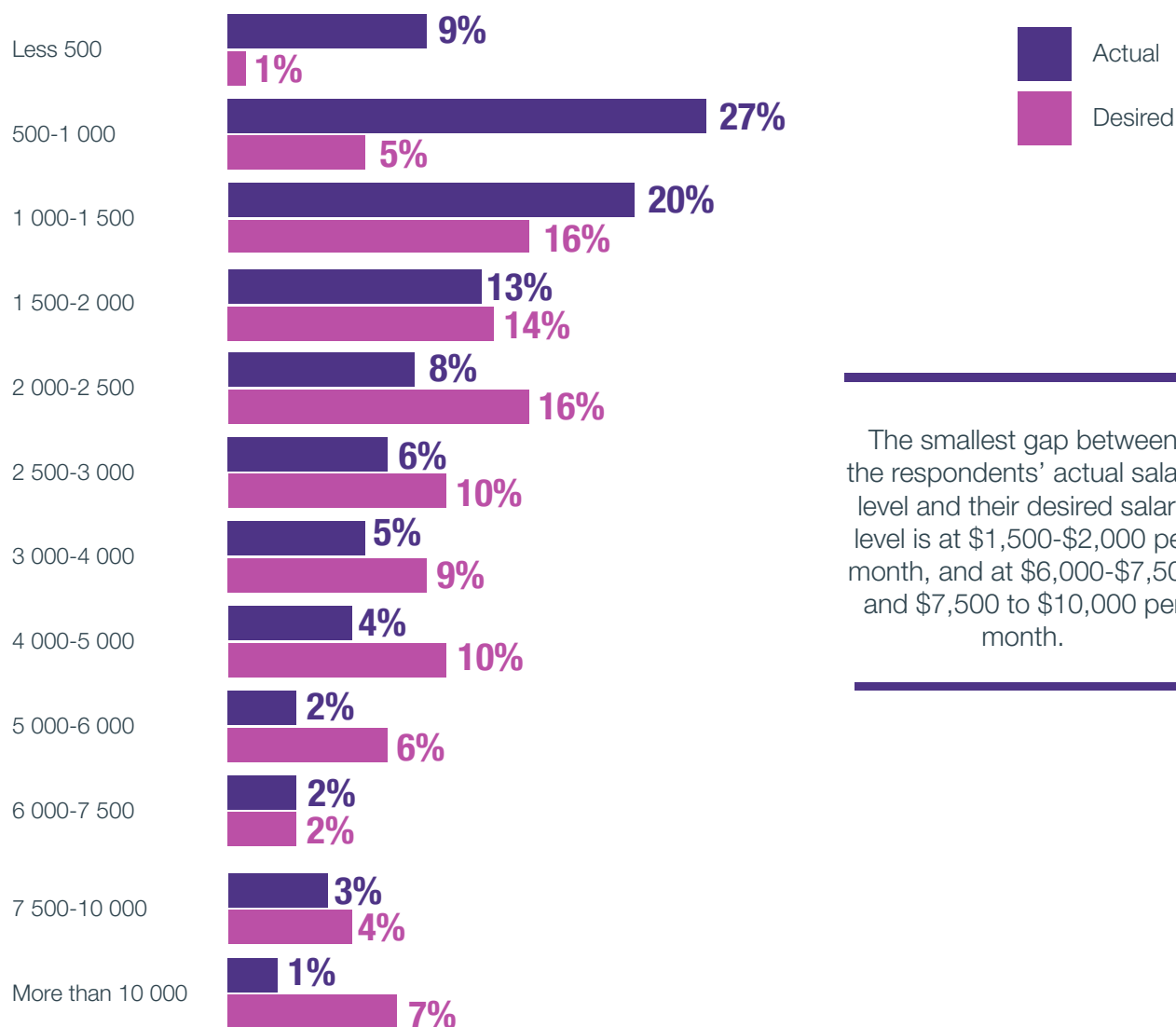
1%



I am on maternity leave



## MONTHLY FIXED SALARY (ACTUAL VS DESIRED)\*



The smallest gap between the respondents' actual salary level and their desired salary level is at \$1,500-\$2,000 per month, and at \$6,000-\$7,500 and \$7,500 to \$10,000 per month.

\* The graph shows respondents' salary levels and their desired salary levels. Salaries are in U.S. dollars (USD) before taxes, not including bonuses

## DO YOU CURRENTLY RECEIVE PART OF YOUR REMUNERATION UNOFFICIALLY?

15%



Yes, I receive part of my remuneration unofficially



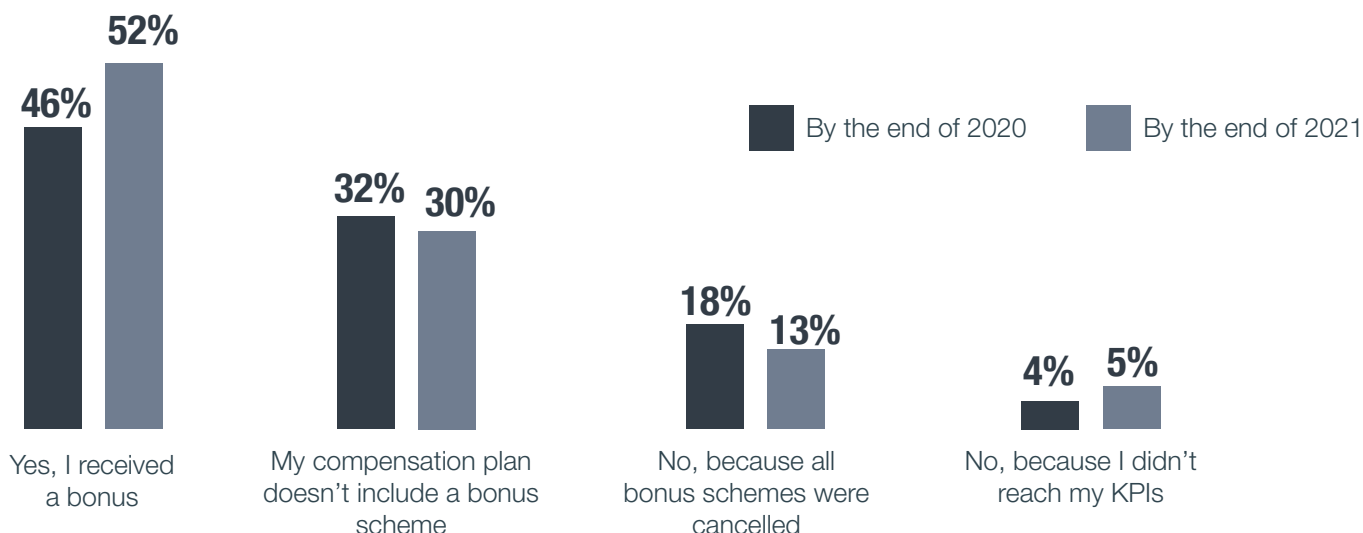
85%

No, my remuneration is completely official

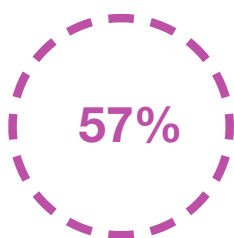




## DID YOU RECEIVE A BONUS FOR THE PAST YEAR?



## WHAT TYPE OF BONUS DO YOU HAVE?



Annual



Monthly

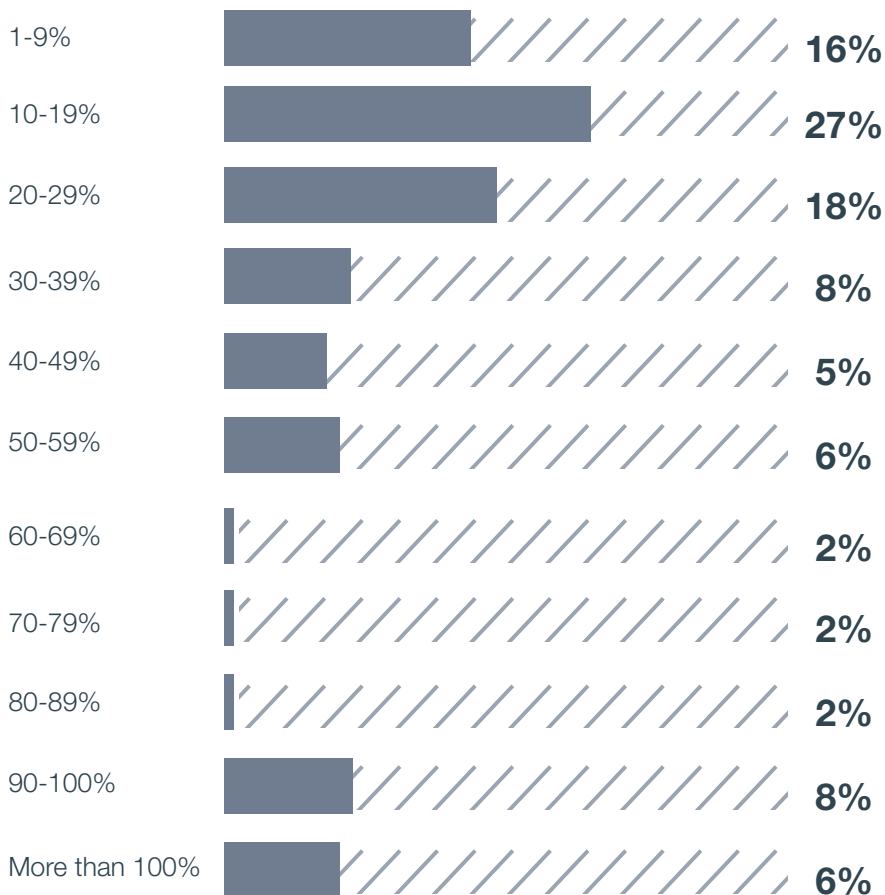


Quarterly



Other

## WHAT PERCENTAGE OF YOUR YEAR'S SALARY WAS YOUR ANNUAL BONUS?





# HR DIGITALIZATION: MODERN TECHNOLOGIES FOR EFFECTIVE HR

Thanks to the digital revolution the representatives of the HR field got a perfect opportunity to apply the most versatile digital tools. Such applications simplify the work for HR specialists and let them focus on their major responsibilities, such as strategic HR tasks and people management (!), instead of procedural and administrative functions. Today, there are plenty of interesting software solutions in all HR segments which cover recruitment, career management, T&D, performance management, C&B, goal setting and other processes.

**Whenever you start using any digital tools, it might bring up a number of issues and team resistance, that's why I would recommend to stick to the following checklist:**

1. Get the management's endorsement, financial as well as ideological.
2. Take a good look at the market: sometimes it is easier to outsource some process or buy a ready-made solution rather than reinvent the wheel yourself.
3. Set up a separate project team even if it consists of existing employees, appoint people in charge.
4. First, choose a so called "pilot contour" and then scale it up to the whole organisation.
5. Last, but not least: don't be lazy and don't be afraid of extra scrupulousness because huge data files and digitalization always call for a meticulous approach.

Our team is constantly trying to avoid any manual labour and digitalize everything, unless it contradicts the laws of the Republic of Uzbekistan. After some time, it bears fruits in the form of a transparent database for further analytics and HR forecasting.



**Firuza Salieva**

Head of Management Accounting and Organizational Development Team / HR-Department / ENTER Engineering Pte. Ltd.

**Here are a few ideas for what you could digitalize right now if you are only beginning this journey:**

- Set up bots. These could be corporate bots (for answering the same questions coming to HR from colleagues) or recruitment chat bots (for collecting and checking candidates' CVs using key criteria).
- Launch onboarding and offboarding digitalization. This means guiding a new employee on his or her career path in your company and also doing exit interviews (feedback) and getting exit reports from those wishing to leave the company.
- Create an in-house micro training system. It might be a good idea to have webinars done by your own employees on the subjects where they feel most experienced.

To sum up, I would like to indicate the main competence in the discussed topic: the ability to see possibilities where just a few years ago we could see nothing.

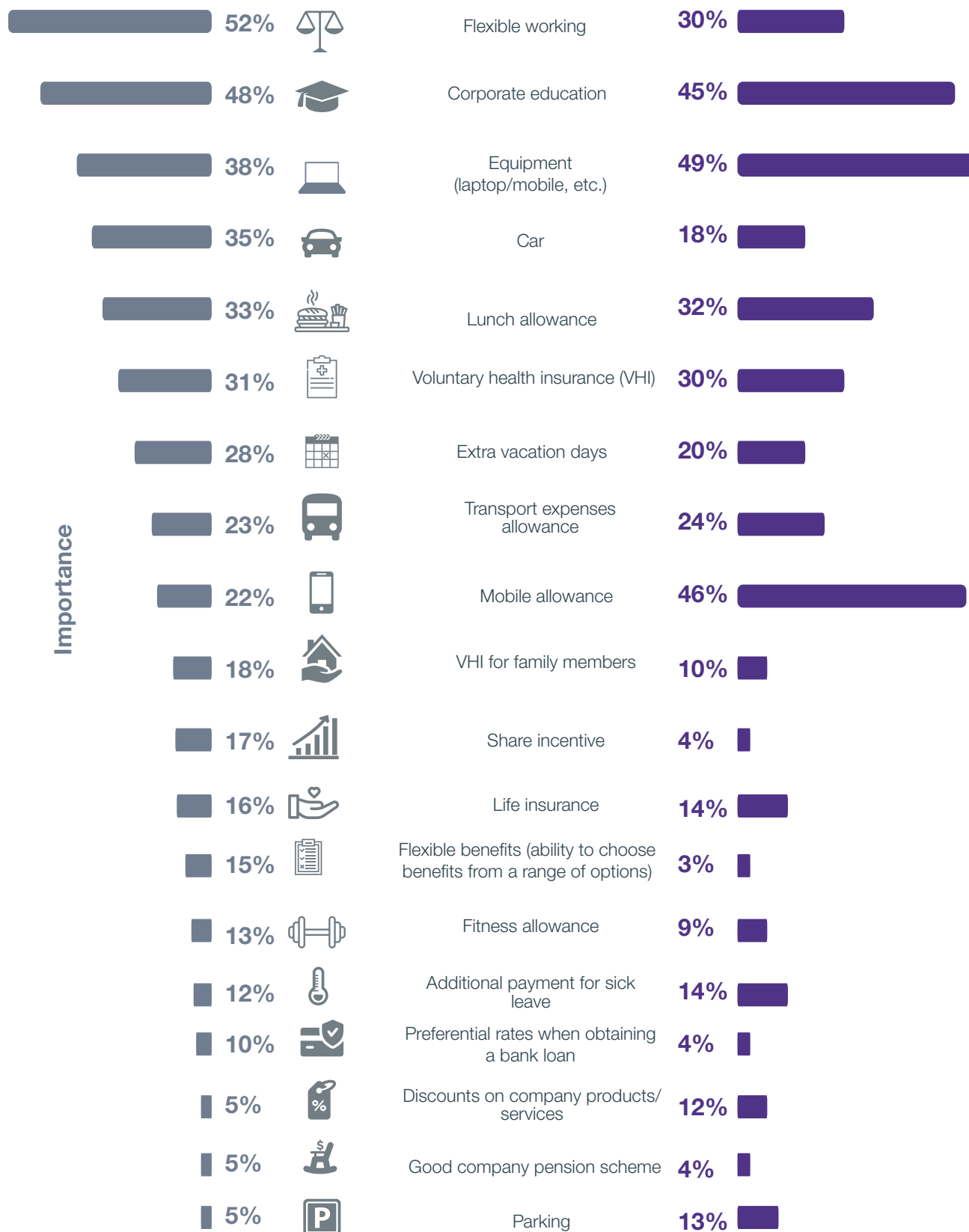
# BENEFITS





# BENEFITS

SELECT THE 5 MOST IMPORTANT BENEFITS FOR YOU WHEN CHOOSING A NEW JOB AND SPECIFY WHAT BENEFITS YOU CURRENTLY HAVE IN YOUR COMPENSATION PACKAGE



Presence\*

\*15% - do not have any benefits





# MAJOR C&B TRENDS IN UZBEKISTAN

Stable economic growth, favourable investment climate and active business environment in Uzbekistan are dictating new rules in different areas including personnel motivation. Until today C&B (compensation and benefits) category existed mainly in major international companies in Uzbekistan, while local companies either didn't use any modern compensation and benefits systems and concepts at all, or used outdated and obsolete methods. The demand for C&B practices and modern concepts is dictated, inter alia, by the interest of international specialists (expats) in the country. All of these facts set high standards in motivation and retention systems as well as healthy competition on the job market in Uzbekistan.

**We can outline the following trends in gross incentives which can be traced in Uzbekistan today and will be relevant next year:**

**- Efficiency compensation.** Payments are becoming as competitive as business itself. Companies are creating and improving KPI systems which generate employees' loyalty to business goals and awareness of their personal input into common cause. Due to the investment climate development, task-related project motivation is also becoming popular. At the same time, holiday bonuses, loyalty bonuses and discretionary bonuses are giving in.

**- C&B digitalisation.** Analytics and dashboards allow timely reactions to changes in employees' efficiency and budget variances for personnel costs. The use of specific applications helps C&B professionals stay within the employees' information field. You must set up employees' personal accounts, automate goal-setting and evaluate personnel online. So, Excel literacy of C&B specialists is becoming a basic competence.

**- Personnel costs budgeting.** Focus on the control over payroll and flexible budgeting which will enable you to react to quick changes in business. Current environment allows to form and share insights and recommendations on effective HR budget administration with the management.

**- Basic wage fairness.** There is a growing demand for fairness, labour relations included. It is a global trend which we can't ignore. To retain personnel in a fast-changing environment, companies started implementing a systematic grading wage approach (position grading via certain criteria with flexible wages brackets).



**Tatyana Ibragimova**

Head of compensation and  
benefits department  
Orient Group

**- Benefits.** There used to be nearly no benefits in Uzbekistan before. However, the corona crisis made its own adjustments. For example, a posh office is no longer appreciated in Russia because remote working took a good hold. In Uzbekistan remote working is not so popular that's why workplace arrangement and safety are still crucial. Voluntary health insurance, as well as sports discounts and compensations are especially popular in the post-COVID period.

Uzbekistan is a country with huge potential for C&B development with regard to the best international practices. Considering this fact and other tendencies on the local market, such programmes as effective compensation and retention, long-term incentives (LTI), pension plans, well-being (a programme for employees' morale management), and employee recognition will start to be implemented very soon.



# REMOTE WORK

“Do they offer remote work in this company?”

This is one of the most popular questions our recruiters hear from candidates. For some specializations, a remote work option has long been a vital necessity. Given the trend towards relocation and the growing desire of candidates to work from any location in the world, a negative reply to the above question can reduce the employer’s chances to receive a positive reply to their offer.





## DO YOU NOW HAVE THE OPPORTUNITY TO WORK REMOTELY?

62%

Yes, I have this opportunity

38%

No, I do not have this opportunity



## WHAT FORMAT DO YOU WORK IN REMOTELY?

48%



I am able to work remotely in extraordinary cases

25%



Some days a week from home, the rest from the office

14%



Fully working remotely

13%



Some weeks/months from home, the rest of the time from the office

## AVAILABILITY OF REMOTE WORK, DEPENDING ON THE TYPE OF COMPANY



International

65%

Yes, I have this opportunity

35%

No, I do not have this opportunity



Local (Uzbek)

58%

Yes, I have this opportunity

42%

No, I do not have this opportunity

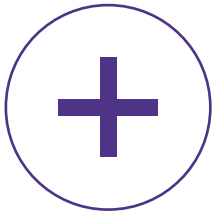


# HYBRID WORK FORMAT: PROS AND CONS



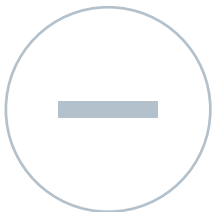
**Dilafruzkhon Khojaeva**  
HR Director  
Magnit Uzbekistan

Switching to hybrid work format means a change in the company's corporate culture, you could even say a complete transformation. Let's enumerate all the pros and cons of hybrid work format, based on our own practice.



Pros:

- Physical and psychological health of employees
- Self-management, self-discipline, adherence to work schedule
- More productive communication with colleagues
- Committed work towards a common goal



Cons:

- Necessity of making amendments to the Labour Code regarding record-keeping
- Necessity of psychological training to build communication between employees and superiors
- Necessity of providing facilities for remote work (equipment, laptop etc)
- Revaluation of work costs in future

## IS THE OPPORTUNITY TO WORK REMOTELY A POINT IN FAVOUR OF THE EMPLOYER?

55%



Yes, it's an important option

15%



Difficult to answer

30%






No, it's not important option



# IS THE OPPORTUNITY TO WORK REMOTELY A POINT IN FAVOUR OF THE EMPLOYER?

## DEPENDING ON AGE

|   | <20 years old | 21-24 years old | 25-30 years old | 31-40 years old | 41-50 years old | >51 years old |
|---|---------------|-----------------|-----------------|-----------------|-----------------|---------------|
| <br>Yes, it's an important option  | 66%           | 63%             | 62%             | 49%             | 52%             | 33%           |
| <br>Difficult to answer            | 14%           | 15%             | 13%             | 16%             | 13%             | 17%           |
| <br>No, it's not important option | 20%           | 22%             | 25%             | 35%             | 35%             | 50%           |

## DEPENDING ON THE GENDER



Men

51%



Yes, it's an important option

13%



Difficult to answer

36%



No, it's not important option



Women

63%

16%

21%



# INTERNSHIPS AND SOURCING YOUNG CANDIDATES: CORPORATE EXPERIENCE



**Adelya Usmanova**  
HR Director  
CA Distribution

CA Distribution launched its internship programmes in 2017 and has been successfully developing them for five years. Graduates, who were hired at the project start, are already holding good expert positions and are highly qualified specialists in their sector. Before launching an internship programme, employer should set a project goal, i.e. what they want to achieve and what the expected result would be.

## Your goals could be:

- temporary job for a short period of time to perform some simple operator's tasks, unqualified routine work;
- temporary seasonal job to relieve major staff;
- nurturing young specialists for the succession pool, with a view to future long-term cooperation with these candidates.

## The last point became the goal of our internship programme for several reasons:

- No relevant specialists on the market
- Specifics of the work in the company
- Company's business and sector specifics

If long-term cooperation with interns is implied right from the launch of the internship programme, it is important to make sure that the employer's infrastructure is ready for the project.

## Here is the list of major consideration points based on our experience:

1. HR team is sufficiently qualified and has all the necessary tools for an accurate and competent selection of candidates. Experience shows that 90% of graduates who come to an interview during

their last university years, have rather vague ideas about what they would like to do, what they would like to become and which career path they should start from. A finance major, for example, may want to try marketing, accounting, logistics, or HR. HR's challenge in such situations is to provide career orientation, elicit all key skills and abilities, help the graduate make the right choice using all relevant methods and tools, beginning with skill tests, personality psychometric tests and ending with competence interviews and various assessment centres.

Psychometric tests and ending with competence interviews and various assessment centres. We use nearly all methods except for assessment centres because this method is rather resource-intensive.

If you don't focus enough on this point, your efforts will be reduced to a minimum result. Statistics shows that a considerable percentage of graduates don't stay till the end of internship because they realise it is not their thing and have to try something else. It is especially true for generation Z.

2. The second and equally important aspect is your internal infrastructure. You should answer the following questions:

## Does business unit management support the idea of internship?

In our case the initiative came from HR and one of the founders, while business unit managers were not really interested. They didn't want to train people without experience, confidentiality and other issues were also raised. HR worked







with managers, did a presentation with statistics and figures demonstrating benefits of internship programme for the company. We could proceed to further stages only after this barrier had been overcome.

**Do you have internship programme regulation worked out with all major stages,** business processes, methodology, personal training tracks, instructions, video manuals and other important information which interns will require for quick and effective adaptation? Our company was ready because it had always been the centre for expertise where people would come for internship and experience exchange. Our partners' internship experience was poor though, because they didn't have a developed training culture. Interns didn't settle, nobody was training them because nobody knew how. The result was a lot of wasted money and efforts, and negative emotions from permanent staff because they were distracted from their work and had to train interns who left the company soon after.

Our interns get personal weekly training plans and personal checklists for internship tasks. After three months we test graduates to see how well they have learned the information, evaluate the accomplishment of tasks, consider letters of recommendation from our employees and personal achievements.

**Are permanent employees ready to train graduates and share their knowledge?** If this is your first internship programme, you will have to prepare for it, appoint mentors and provide them with relevant training, devise an incentive scheme. In some companies, mentors get extra payments if their mentees finish internship successfully, in other companies they don't. It depends on the employer.

3. If an intern completes internship successfully, he or she takes up the position of an entry-level specialist. It is vital to understand how you will be nurturing this specialist for the first two years. Our company uses intern roadmap which prescribes intern's development path. We always explicitly describe all possible career paths in our company at the recruitment and selection stage. We also have them listed on our website which we actively use for interns' search: <https://future.ca-dc.uz/>

4. We have rather a high percentage of successful internships by graduates but it is still lower than the percentage of relevant specialists. That's why confidentiality is very important and must be considered well in advance. IT department should be consulted on providing different access levels to corporate ERP system, documents, and reports. All new employees in our company have to sign a non-disclosure agreement, the same applies to interns.

5. Work out wages for interns: will you pay for internship or not? Our company signs an employment contract with each graduate and he or she receives wages from the very first day. Internship can be unpaid by mutual agreement with due regard for the Labour Code of the Republic of Uzbekistan. As practice shows, paid internships are in higher demand among graduates.

6. Work out a graduate sourcing strategy, make a list of universities with which you want to partner, establish contact with their career centres. Our HR Department makes a calendar plan for participation in various Job Fairs for which you need to prepare beforehand. Internet and social media promotion of internship programmes through various digital tools has become very popular lately.

Internship programme has become a worthy alternative to succession pool training for CA Distribution and we are planning to develop this project further. Time and job market situation are making their adjustments. It was much easier to hire last-year students in 2021 but in 2022 most graduates had already been hired, so we had to hire third-year students. Naturally, it means higher risks and more complicated work but we continue active involvement with the universities of Uzbekistan and anticipate great success.

# JOB SATISFACTION AND MOTIVATION



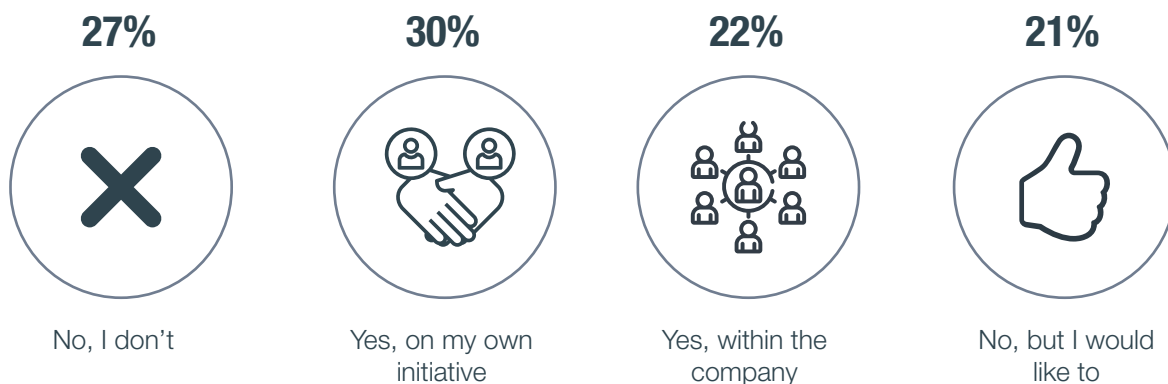




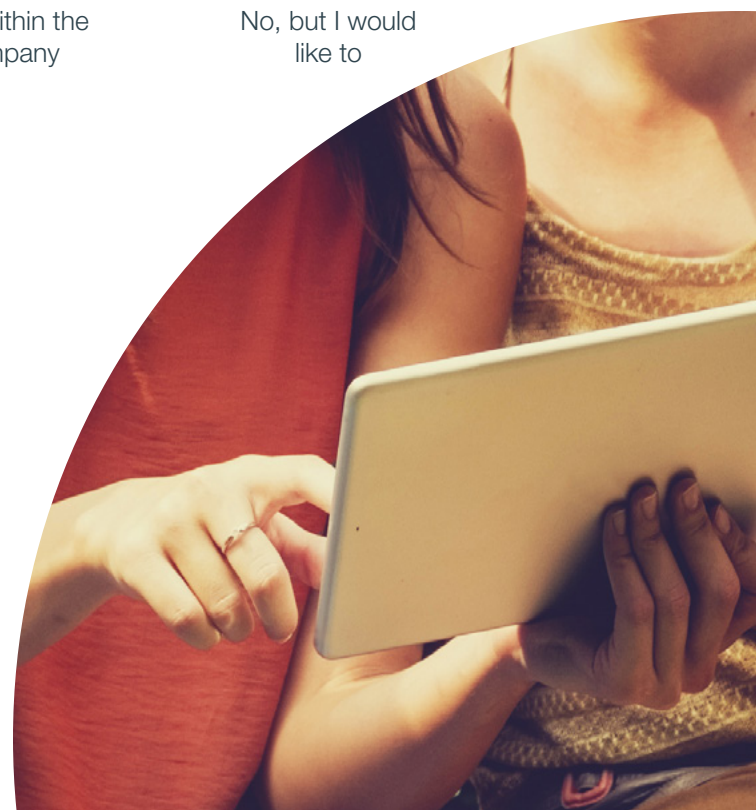
## JOB SATISFACTION LEVEL OF WORK CONDITION



## DO YOU PARTICIPATE IN CSR PROJECTS?



21% of respondents would like to do voluntary work or take part in charity projects. This means employers have a good opportunity to use CSR as a form of non-material motivation.





# HOW DO YOU IMPROVE EMPLOYEE ENGAGEMENT?

Employee engagement has been on the agenda of business leaders for the last couple of decades but since 2020 it has become a trend for the majority of companies throughout the world. The COVID-19 story has probably proved in deed and not in name, how much more stable and competitive the companies with high employee engagement are on the market. There is a number of features characteristic of involved teams that I will try to cover. Now, engagement — why is it so important?

Our company has been focused on improving employee loyalty and engagement for the last three years of its development.

ASKLEPIY Group is a company with a 30-years history on the pharmaceutical market of Uzbekistan. The company includes the following members:

- ASKLEPIY Distribution — one of the national leaders among distributors of pharmaceutical and parapharmaceutical goods;
- OXYmed — a large network of chemists covering the whole territory of Uzbekistan;
- NIKA PHARM — a manufacturing company which follows international ISO and local GMP standards;
- ZAMONA RANO — the first national producer of phytoteas;
- MARI PHARM — a marketing company promoting healthcare products in the Republic of Uzbekistan.

For ASKLEPIY Group the year 2022 has been a time of intensive transformation and development. The project “Employee Engagement as the Basis of Business Efficiency” became one of the major HR development vectors. A few words about what we mean by employee engagement.

Henry Ford said once: “Business must be run at a profit, else it will die”. Getting such a profit is only possible through LOYAL CLIENTS who make the same purchase multiple times, have low susceptibility to prices, are ready to expand services,



**Eugenia Favina**

Chief Human Resources Officer  
CHRO ASKLEPIY Group

provide feedback, give positive reviews and are ready to recommend us. In a survey by the Expert magazine, 68% of respondents named poor service as the primary reason for loss of clients. But who is responsible for this service in any type of business? The answer is obvious: people are. The quality of service depends on the employees and is turning into an increasingly vital factor in the business value chain: EMPLOYEE – CLIENT – PROFIT. We call this factor employee engagement.

Involved employees equals happy clients. So, engagement is a characteristic of the “company — employee” relationship which demonstrates how willing and eager the employee is to do things beyond his direct responsibilities, and to invest additional efforts to achieve the company’s goals. Engagement shows how actively an employee is recommending his company as an employer and how much he wants to work there himself. If an employee is involved it means he is concerned about the company, works flat out and is trying his best. He takes the company’s business as his own and thinks it his duty to make a maximum input into its prosperity. That’s why, upon request of the business owners, our HR team made the engagement development programme its priority in 2022. We have set up the following project stages:

- Ø Evaluation of employee engagement (Gallup’s Q12 Survey);
- Ø Results analysis;
- Ø Teaching leaders about the effect of engagement on business profits;
- Ø Idea Bank brainstorming;
- Ø Gantt chart for improving engagement based on the best ideas of the brainstorming;
- Ø Teambuilding activities for business unit teams;

**>>> next**



>>> next

- Ø Feedback;
- Ø The road map implementation;
- Ø Another employee engagement evaluation (after six months) and results analysis.

We were very happy with the results of the Q12 survey in all units of our group of companies: the engagement index scored 82% to 90% and averaged 84% for the whole ASKLEPIY Group.

One of the major survey results was the confirmation of the leaders' key role in the engagement rate of their teams. When employees join the company, they are already committed, and it is crucial for them to know that:  
... what I do matters;  
... I am respected;  
... I am valued and recognised;  
... my input changes the company, overall performance etc.

It is the immediate superior who has direct and strongest influence over employee engagement, unlike compensations or benefits. One of the major engagement improvement tools is leaders' training, the development of their management competences and coaching.



A few words about the project. The aim of the “ASKLEPIY Group EMPLOYEE ENGAGEMENT” programme is to increase the company's efficiency and profitability by improving employee engagement.

How will the leaders benefit from implementing this project?

- Evaluation of the team's engagement;
- Understanding factors which influence the engagement of each team member;
- Increasing the team's enthusiasm for achieving a goal;
- Team work leading to achievement of results;
- A chance to move to a new level of rapport with colleagues and team members.

>>> next





>>> next

How will an employee benefit from the project?

- An opportunity to share one's opinion confidentially;
- An opportunity to discuss personal motivation factors with one's superior;
- An opportunity to improve team environment;
- Improvement of personal and team performance.

How will the business benefit? Companies with higher engagement:

- Improve business processes through better employee engagement;
- Serve their clients better (it yields better sales, higher average cheques, higher customer satisfaction etc.);
- Can better resolve conflicts with clients;
- Have employees who invest additional efforts, often without extra pay;
- Cut production costs;
- Have employees who are better aware of the company's circumstances in times of crisis, and can help it survive such periods with smaller losses;
- Have less recruitment and retention issues;
- Reduce employee turnover;
- Reduce sick leaves and absenteeism.

Right now, the project is in full swing.

We have already had a number of offsite teambuilding activities for the teams from all our business units, held at a picturesque place of RANO Eco Village. They included training, idea generating brainstorming for engagement improvement, interesting conversations and competitions. A Gantt chart for the implementation of the best ideas was made in each business unit based on the results of the brainstorming. We are constantly monitoring the dynamics and completion schedules of these charts.

We are heading for the second survey, summing up and the project results analysis. We believe in success, in results of the collaborative efforts of our engaged HR team and are looking forward to exceptional business metrics because.

**HAPPY PEOPLE YIELD PROFIT!**

# RELOCATION





## ARE YOU READY TO MOVE TO ANOTHER COUNTRY BECAUSE OF YOUR JOB?



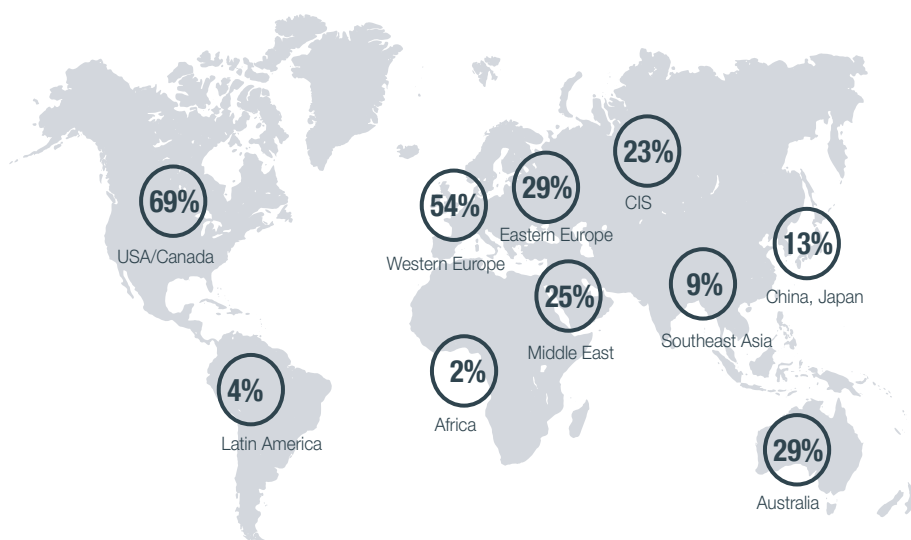
\*In 2022, the «yes» option includes the responses «yes, ready/planning to move» (48%), «yes, I have already moved» (2%), and «yes, in the process of relocation» (2%).

## WHY HAVEN'T YOU MOVED YET?\*



\* Answers of respondents who answered the question "Are you ready to move to another country because of work?" answered "yes, I plan to move."

## WHERE DO YOU PLAN TO MOVE TO?





# ENVIRONMENT-FRIENDLY OFFICE

Urbanization and consumers' attitude to the environment are causing immense damage to ecology. Research shows that buildings consume up to 40% of all energy and 30% of water. People spend up to 90% of their time inside buildings. All these factors call for sustainable and more life-suited buildings consuming fewer resources. It feels so good to know that extension of corporate social responsibility programmes is becoming a norm in business. This trend started with major international companies and is gradually spreading over smaller companies too. The corporate world realises that modern business can't just yield profit, it must also perform a social function. There is a growing demand for "green" offices in the whole world, new certification and assessment systems are created. The number of office buildings with ecological efficiency certificates is growing rapidly all over the world. I can give an example of such a project in our city which is aiming at LEED certification, at Gold level minimum.

The Trilliant project is located in the centre of the city and will consist of two office buildings and InterContinental Tashkent Hotel. It is worth mentioning that one of the business goals of InterContinental Hotels Group is to reduce carbon dioxide emission by 46% in all of its hotels by 2030. Trilliant Tashkent is located in close proximity to all types of public transport, food venues, shops, medical establishments and thus minimizes the need for cars, which reduces carbon footprint and air pollution. Car parks will be equipped with charging stations for electric cars; landscaping will be focused on local plants, adapted to low water consumption; water saving devices will make it possible to cut water consumption down to 40%; energy consumption of all systems inside the building will be monitored with energy sensors and building automation systems; air ventilation system is constructed according to ASHRAE standards and facilitates comfort and wellbeing of people inside the building; materials with limited harmful volatile organic compounds are prioritized in interior decoration; building spaces are constructed in such a way as to provide sufficient daylight. Recycling and/or recirculation of construction waste are practiced by



**Lola Kudratova**  
HRD  
InterContinental Tashkent

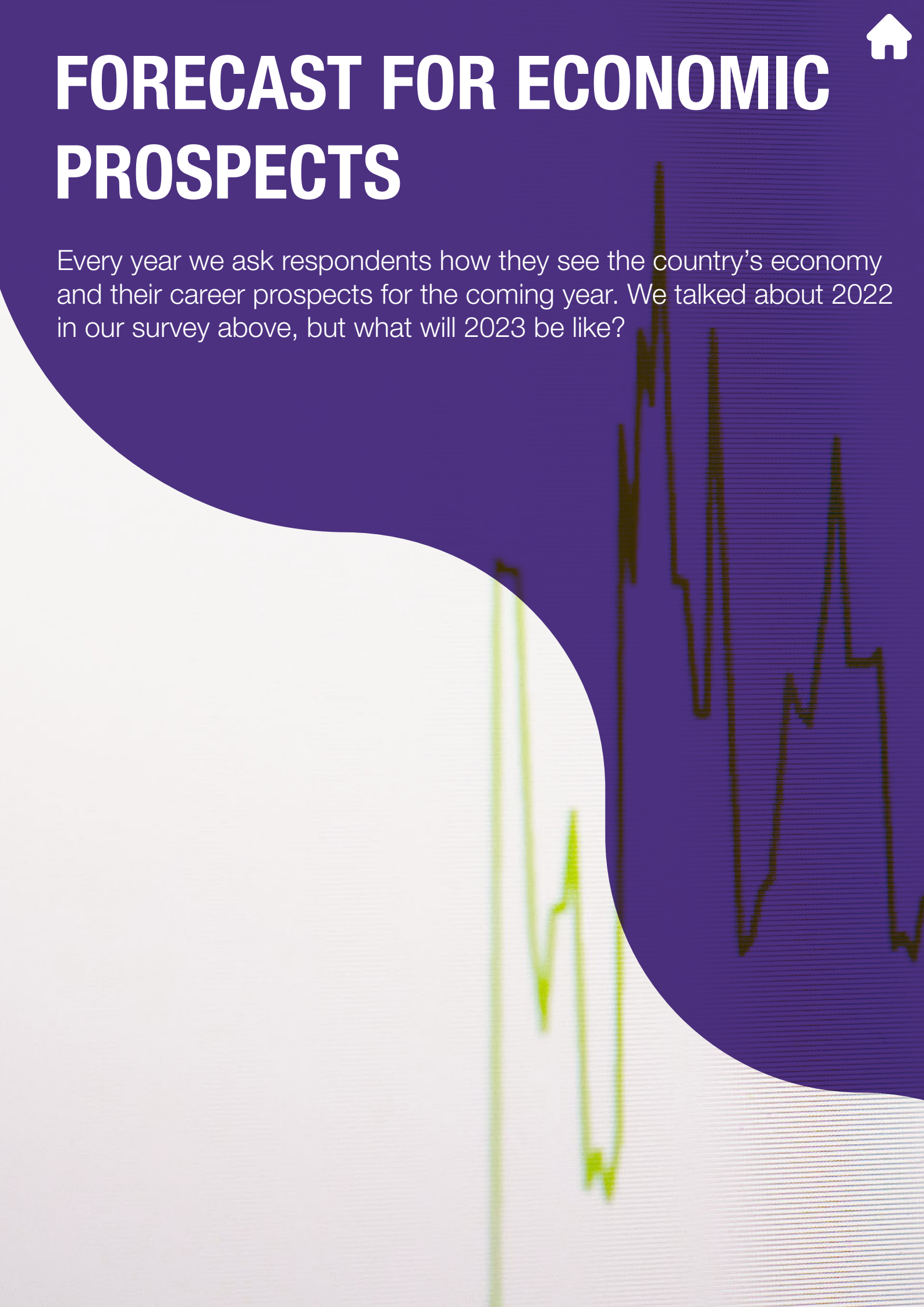
builders; collection and storage of recyclables and waste are arranged in special areas; eco-friendly materials are prioritized in construction; a plan for sediments and soil erosion monitoring was devised and implemented, it allows to reduce construction pollution by using water proof surfaces to minimize the amount of sediments which are washed into waste drainage with rain water etc.

However, in spite of growing social activities of businesses, the process has not yet reached a sufficiently large scale. Far from all companies have realized the profound need for socially conscious behaviour as well as the danger of ignoring or underestimating this social function both for themselves and the whole community.



# FORECAST FOR ECONOMIC PROSPECTS

Every year we ask respondents how they see the country's economy and their career prospects for the coming year. We talked about 2022 in our survey above, but what will 2023 be like?







## HOW DO YOU SEE THE COMING YEAR FOR YOUR CAREER?

90%



Everything will be better than the previous

8%



Nothing will change

2%



It's going to be worse than in the previous



## HOW DO YOU SEE THE FUTURE OF THE ECONOMY IN UZBEKISTAN IN THE NEXT 12 MONTHS?



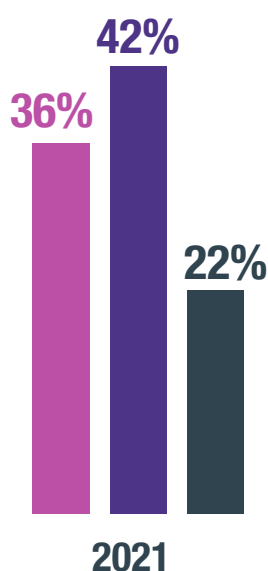
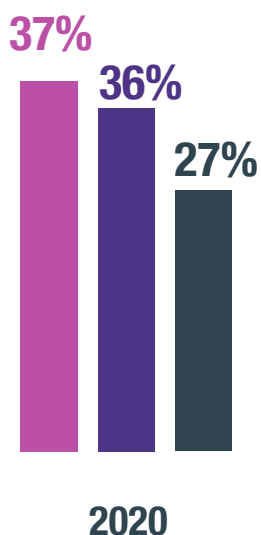
Optimistic



Neutral



Pessimistic



## IN YOUR OPINION, WILL THE INFLUX OF MIGRANTS FROM CIS COUNTRIES AFFECT YOUR CAREER THIS YEAR?

Yes

35%

65%

No

# EXPATS FROM CIS COUNTRIES IN UZBEKISTAN



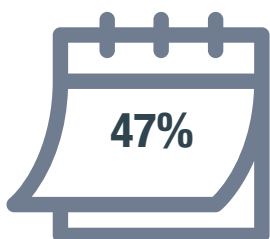
The questions in this section were asked to citizens of CIS countries who work in Uzbekistan.



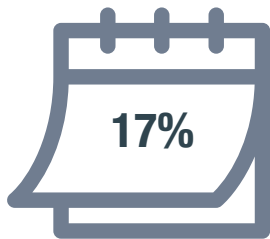
# EXPATS FROM CIS COUNTRIES IN UZBEKISTAN



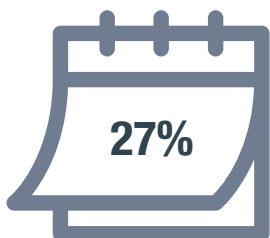
## WHEN DID YOU MOVE TO UZBEKISTAN?



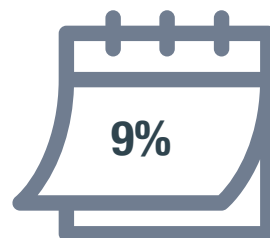
Until February 24, 2022



After February 24, 2022



Not living in Uzbekistan at the moment



Other

## HAVE YOU MANAGED TO FIND A JOB IN UZBEKISTAN?

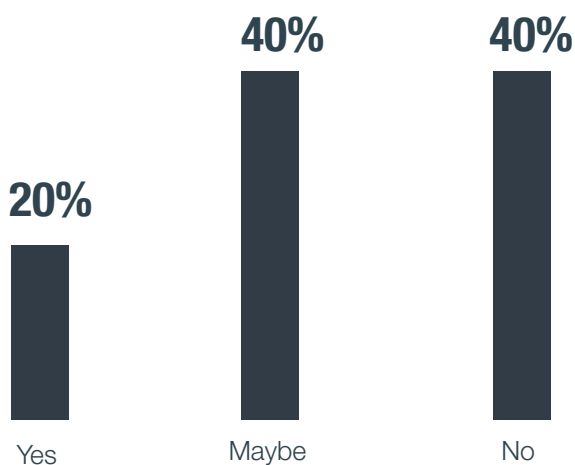


Yes

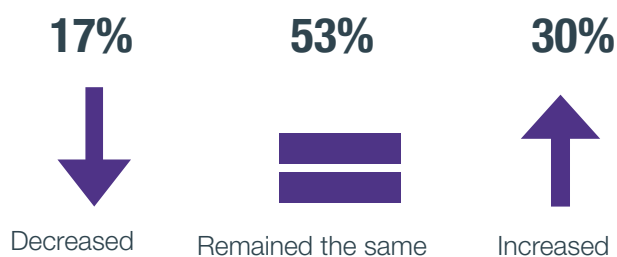


No

## DO YOU PLAN TO RETURN TO YOUR COUNTRY?



## HOW DID YOUR SALARY CHANGE AFTER YOU MOVED TO UZBEKISTAN?





# METHODOLOGY

This job market overview is based on the data received from an online survey of 2 566 respondents. The survey covered middle and senior managers and specialists employed in Tashkent and other cities in Uzbekistan.

The survey was conducted from May 20 to June 30, 2022. The salary survey is based on the figures from an online questionnaire, from our own database, and on expert estimations of Antal consultants. Salaries are shown in Uzbek soum (UZS) before tax, excluding bonuses. The survey gives average minimum and average maximum values of salaries in each sector. The ranges of average minimum and average maximum do not include extremely high or extremely low salaries that are sometimes found. Salaries can vary depending on company size, market sector, origin, and employee's experience, qualification and responsibilities. Salaries shown in the survey are mostly characteristic of international companies

## Respondents represent the following industries:

- Banking and financial services (banking, insurance, investment funds, payment systems, mobile payments, leasing)
- Public authorities (ministries, committees, federal agencies and other legislative, executive, and judicial authorities)
- Ingredients and equipment for the food industry (flavoring and food ingredients, raw ingredients for food production; equipment for food production: production lines, equipment for mixing, cutting, extrusion, etc.)
- IT, telecom, Internet, automation, information security (phone and mobile phone services, internet providers, software development, IT security, blockchain, big data and business analytics, artificial intelligence, Internet of Things, augmented reality, virtual reality)
- Logistics and transport (transportation and forwarding services, logistics centres, warehousing services, air transportation, overseas transportation)
- Media and entertainment (media holdings, television, radio, print media, advertising, video games, cinema, music industry, social networks, sports and fitness clubs)
- Medical equipment (clinical trials, clinics/hospitals)
- Machinery and automotive sector (motor vehicle production, motor vehicle parts and accessories, car showrooms, car service centres)
- FMCG (clothing and footwear industry, food industry, beauty care and perfumery products, household chemicals, tobacco industry, consumer electronics, and other fast-moving consumer goods)
- Natural resources (oil & gas upstream, downstream and petrochemistry, power generation, metals & mining)
- Professional services (recruitment, consulting, legal services, educational services / teaching, marketing research, certification, translation services, research institutes, culture and entertainment)
- Equipment and technology (machine-building industry, metal fabrication, electrical machinery production, automation technology)
- Retail and wholesale trade (conventional retail trade, distributors, pharmacies and pharmacy chains)
- Agriculture (crop science, farm animals, agricultural holdings, fishing/aquafarming)
- Construction & Real estate (construction, engineering, architecture and design, sale and rental of residential and industrial property, building materials, woodworking)
- Tourism and HoReCa (tour operators and agencies, hotel segment, public catering, event industry)
- Paper & Packaging (wood industry, pulp and paper industry)
- Pharmaceuticals and medical equipment (pharmaceuticals, medical equipment, clinical trials, outpatient clinics, hospitals)
- Chemicals and components (fertilizers, petrochemicals, plastics industry, manufacture of rubber products, coatings and adhesives)





# SALARY TABLES BY INDUSTRY





**SALARY SURVEY**

# **AUTOMOTIVE**

# AUTOMOTIVE



**Elina Sadykova**

Managing Consultant  
B2B Logistic & Engineering



[Elianna.Sadykova@antaluzbekistan.com](mailto:Elianna.Sadykova@antaluzbekistan.com)

## AUTOMOTIVE (PRODUCTION AND SALE)

| General management   | Average minimum | Average maximum |
|--|-----------------|-----------------|
| General Director/Executive Director/Managing Director            | 40 000 000      | 70 000 000      |
| Head of Representative Office                                    | 40 500 000      | 70 000 000      |
| Plant manager/Factory manager                                    | 35 000 000      | 55 000 000      |
| Marketing, PR and Digital  |                 |                 |
| Marketing director   | 30 000 000      | 40 000 000      |
| Head of Product Marketing  | 25 000 000      | 35 000 000      |
| PR manager   | 10 700 000      | 25 000 000      |
| PR specialist  | 7 700 000       | 13 900 000      |
| Sales/Business Development                                       |                 |                 |
| Commercial Director/Sales Director/Business Development Director | 18 800 000      | 34 000 000      |
| Sales Manager/Customer Relationship Manager                      | 14 000 000      | 19 000 000      |
| Sales Specialist/Customer Relationship Manager                   | 9 500 000       | 15 000 000      |
| Key Account Manager  | 9 000 000       | 15 000 000      |
| Business Development Manager                                     | 15 600 000      | 22 000 000      |
| Head of Corporate Sales  | 22 000 000      | 31 000 000      |
| Corporate Sales Specialist                                       | 12 000 000      | 19 000 000      |
| Production and engineering                                       |                 |                 |
| Chief power engineer   | 15 700 000      | 25 000 000      |
| Quality Director   | 11 000 000      | 31 500 000      |
| Quality Manager  | 8 000 000       | 15 000 000      |
| Technical Director   | 22 000 000      | 38 000 000      |
| R&D Manager  | 8 000 000       | 9 000 000       |
| Production Manager   | 22 000 000      | 37 000 000      |
| Maintenance Manager  | 21 000 000      | 37 000 000      |
| HSE Manager  | 15 000 000      | 32 000 000      |
| CAPEX manager  | 15 000 000      | 31 000 000      |
| CAPEX engineer   | 9 500 000       | 17 500 000      |
| Shift Manager  | 9 500 000       | 17 500 000      |
| Head of Workshop   | 10 000 000      | 17 500 000      |

# AUTOMOTIVE



## AUTOPARTS

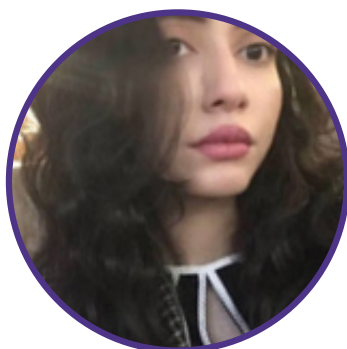
| General management                                    | Average minimum | Average maximum |
|---|-----------------|-----------------|
| General Director/Executive Director/Managing Director | 45 000 000      | 50 000 000      |
| Head of Representative Office                         | 30 000 000      | 50 000 000      |
| Plant manager/Factory manager                         | 30 000 000      | 45 000 000      |
| Sales/Business Development                            |                 |                 |
| Sales Director  | 25 000 000      | 32 000 000      |
| Sales Manager   | 12 000 000      | 19 000 000      |
| Sales Specialist                                      | 9 500 000       | 16 000 000      |
| Key Account Manager                                   | 15 500 000      | 22 000 000      |
| Partner Manager                                       | 16 000 000      | 22 000 000      |
| Business Development Manager                          | 16 000 000      | 22 000 000      |
| Production and engineering                            |                 |                 |
| Chief power engineer                                  | 16 000 000      | 25 500 000      |
| Quality Director                                      | 10 000 000      | 31 500 000      |
| Quality Manager                                       | 9 000 000       | 20 000 000      |
| Technical Director                                    | 21 500 000      | 38 000 000      |
| Production Manager                                    | 21 500 000      | 38 000 000      |
| Maintenance Manager                                   | 21 500 000      | 38 000 000      |
| Health, Safety and Environment Manager                | 10 000 000      | 25 000 000      |
| CAPEX project manager                                 | 15 000 000      | 31 500 000      |
| CAPEX project engineer                                | 9 500 000       | 15 000 000      |
| Production Shift Manager                              | 9 500 000       | 25 000 000      |
| Head of Workshop                                      | 9 500 000       | 17 000 000      |
| Head of the Service Department                        | 11 000 000      | 25 000 000      |
| Service engineer                                      | 9 000 000       | 25 000 000      |
| Technology/R&D/Product Support                        |                 |                 |
| Technical Trainer                                     | 11 000 000      | 19 000 000      |
| Technical Support Engineer                            | 9 500 000       | 19 000 000      |
| Service engineer                                      | 9 500 000       | 19 000 000      |



**SALARY SURVEY**

# **BANKS AND FINANCIAL SERVICES**

# BANKS AND FINANCIAL SERVICES



**Nafisa Fazylova**

Senior Consultant  
Finance & Accounting



[Nafisa.Fazylova@antaluzbekistan.com](mailto:Nafisa.Fazylova@antaluzbekistan.com)

## COMMERCIAL BANKING

| General management  | Average minimum | Average maximum |
|---|-----------------|-----------------|
| Chairman of the board                                       | 90 000 000      | 150 000 000     |
| Sales/Business Development                                  |                 |                 |
| Head of retail  | 30 000 000      | 45 000 000      |
| Head of corporate/coverage                                  | 30 000 000      | 45 000 000      |
| Head of SME   | 25 000 000      | 30 000 000      |
| Head of Account Manager/Distribution                        | 30 000 000      | 40 000 000      |
| Head of Department/Branch                                   | 25 000 000      | 40 000 000      |
| Key account manager/Sales manager                           | 15 000 000      | 25 000 000      |
| Sales specialist  | 10 000 000      | 15 000 000      |
| Head of the Partner sales channel                           | 20 000 000      | 30 000 000      |
| Risks/Product/Debt Collection                               |                 |                 |
| Head of product   | 25 000 000      | 40 000 000      |
| Product manager   | 20 000 000      | 30 000 000      |
| Director of Consolidated Risk Management                    | 30 000 000      | 60 000 000      |
| Risk manager  | 20 000 000      | 30 000 000      |
| Risk specialist   | 12 000 000      | 18 000 000      |
| Head of collection  | 25 000 000      | 35 000 000      |
| Collection manager  | 20 000 000      | 25 000 000      |
| Finance/Operations Block                                    |                 |                 |
| Finance analyst   | 15 000 000      | 20 000 000      |
| Head of treasury  | 25 000 000      | 35 000 000      |
| Head of the Internal Control Department                     | 20 000 000      | 30 000 000      |
| Head of the Department of Control and Compliance            | 20 000 000      | 30 000 000      |
| Control and Compliance Manager                              | 20 000 000      | 25 000 000      |
| Head of the Department for Work with Financial Institutions | 25 000 000      | 35 000 000      |
| Head of the Operational Division/Chief Operating Officer    | 30 000 000      | 40 000 000      |
| Operations Manager  | 22 000 000      | 30 000 000      |



# BANKS AND FINANCIAL SERVICES

## FUNDS/INVESTMENT BANKING/PRIVATE BANKING/FAMILY OFFICE

| General management   | Average minimum | Average maximum |
|--|-----------------|-----------------|
| General director/Executive director/Managing director/Managing partner | 60 000 000      | 120 000 000     |
| Sales/Business Development   |                 |                 |
| Partner  | 60 000 000      | 100 000 000     |
| Vice-President/Private banker  | 70 000 000      | 90 000 000      |
| Finance/Operations   |                 |                 |
| Head of the Operational Division/Chief Operating Officer               | 35 000 000      | 55 000 000      |
| Operations Manager   | 25 000 000      | 35 000 000      |
| Analyst/Senior Analyst   | 20 000 000      | 25 000 000      |
| Risk Manager   | 25 000 000      | 35 000 000      |



**SALARY SURVEY**

# **PAPER AND PACKAGING**

# PAPER AND PACKAGING



## Elina Sadykova

Managing Consultant  
B2B Logistic & Engineering



[Elianna.Sadykova@antaluzbekistan.com](mailto:Elianna.Sadykova@antaluzbekistan.com)

| General management                                       | Average minimum | Average maximum |
|--|-----------------|-----------------|
| General director/General manager/Chief executive officer | 35 750 000      | 70 730 000      |
| Head of Representative Office                            | 44 220 000      | 57 200 000      |
| Plant manager/Factory manager                            | 33 550 000      | 55 880 000      |
| Sales/Business Development                               |                 |                 |
| Sales director   | 38 500 000      | 70 950 000      |
| Sales manager  | 35 420 000      | 55 000 000      |
| Key Account Manager                                      | 33 770 000      | 55 000 000      |
| Regional Sales Manager/Territory Sales Manager           | 33 550 000      | 70 400 000      |
| Business development director                            | 33 550 000      | 50 820 000      |
| Business development manager                             | 33 880 000      | 52 800 000      |
| Production and engineering                               |                 |                 |
| Chief power engineer                                     | 14 520 000      | 18 700 000      |
| Quality director   | 13 750 000      | 16 500 000      |
| Quality manager  | 11 000 000      | 15 180 000      |
| Technical director                                       | 20 350 000      | 22 000 000      |
| Production manager                                       | 19 800 000      | 22 000 000      |
| Maintenance manager                                      | 16 500 000      | 19 800 000      |
| Head of laboratory                                       | 8 800 000       | 11 000 000      |
| HSE manager  | 11 550 000      | 16 500 000      |
| CAPEX project manager                                    | 14 300 000      | 16 500 000      |
| CAPEX project engineer                                   | 7 700 000       | 11 000 000      |
| Workshop manager   | 8 800 000       | 12 980 000      |
| Shift manager  | 8 800 000       | 13 750 000      |
| Technology/R&D/Product Support                           |                 |                 |
| R&D manager  | 9 350 000       | 18 480 000      |



**SALARY SURVEY**

# **HORECA**



## Luiza Kurbanova

Consultant  
Retail & HoReCa



[Luiza.Kurbanova@antaluzbekistan.com](mailto:Luiza.Kurbanova@antaluzbekistan.com)

| General management                                   | Average minimum | Average maximum |
|--|-----------------|-----------------|
| General Manager/Executive Director/Managing Director | 82 000 000      | 125 000 000     |
| Operations Manager                                   | 68 000 000      | 80 000 000      |
| Room Division Manager                                | 30 000 000      | 38 000 000      |
| Front Office Manager                                 | 16 000 000      | 22 000 000      |
| Housekeeping Manager                                 | 14 000 000      | 20 000 000      |
| Executive Chef                                       | 33 000 000      | 72 000 000      |
| Director of Food & Beverage                          | 55 000 000      | 77 000 000      |
| Sous Chef  | 25 000 000      | 40 000 000      |





**SALARY SURVEY**

# **INGREDIENTS AND EQUIPMENT FOR FOOD INDUSTRY**

# INGREDIENTS AND EQUIPMENT FOR FOOD INDUSTRY



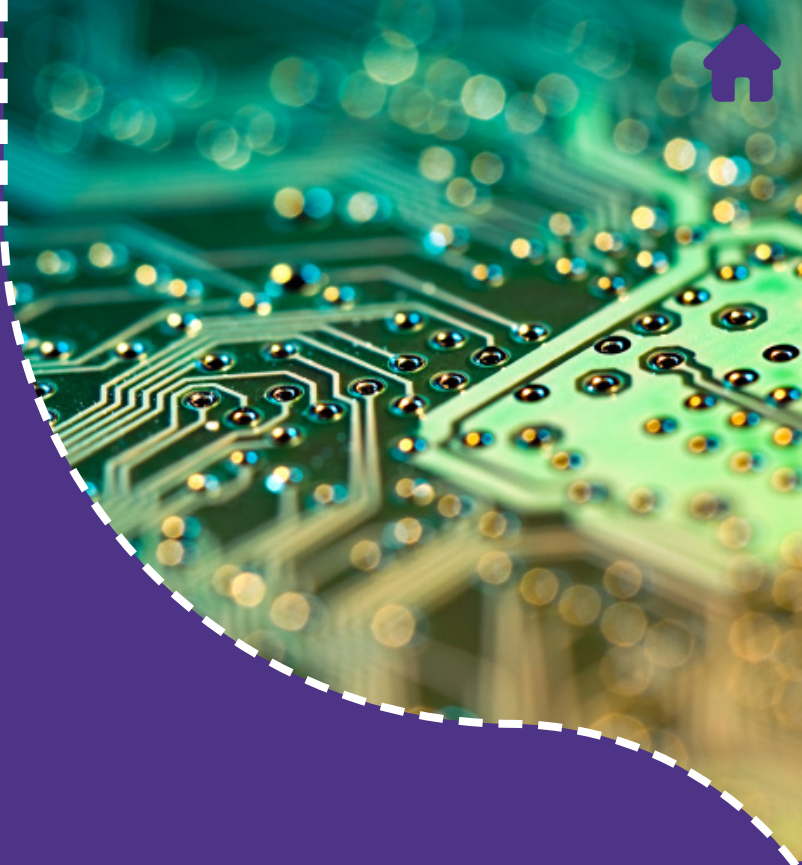
**Nozima Azamat-Akhunova**

Consultant  
Logistics



[Nozima.Azamat-Akhunova@antaluzbekistan.com](mailto:Nozima.Azamat-Akhunova@antaluzbekistan.com)

| General management                                       | Average minimum | Average maximum |
|--|-----------------|-----------------|
| General director/General manager/Chief executive officer | 55 000 000      | 90 000 000      |
| Head of Representative Office                            | 30 000 000      | 55 000 000      |
| Plant manager/Factory manager                            | 25 000 000      | 55 000 000      |
| Sales/Business Development                               |                 |                 |
| Sales director   | 20 000 000      | 30 000 000      |
| Sales manager  | 7 000 000       | 12 000 000      |
| Sales specialist   | 5 000 000       | 8 000 000       |
| Key Account Manager                                      | 8 500 000       | 13 000 000      |
| Partner Manager  | 8 000 000       | 12 000 000      |
| Business development manager                             | 8 000 000       | 12 000 000      |
| Production and engineering                               |                 |                 |
| Chief power engineer                                     | 20 000 000      | 45 000 000      |
| Quality director   | 25 000 000      | 35 000 000      |
| Quality manager  | 7 000 000       | 10 000 000      |
| Technical director                                       | 18 000 000      | 35 000 000      |
| Production manager                                       | 17 000 000      | 22 000 000      |
| Maintenance manager                                      | 12 000 000      | 18 000 000      |
| Head of laboratory                                       | 10 000 000      | 15 000 000      |
| HSE manager  | 15 000 000      | 22 000 000      |
| CAPEX project manager                                    | 10 000 000      | 14 000 000      |
| CAPEX project engineer                                   | 10 000 000      | 14 000 000      |
| Shift manager  | 10 000 000      | 14 000 000      |
| Workshop manager   | 10 000 000      | 18 000 000      |



**SALARY SURVEY**

# **IT, TELECOM**



# IT, TELECOM



**Maria Balayan**

Senior Consultant  
IT&Digital



[Maria.Balayan@antaluzbekistan.com](mailto:Maria.Balayan@antaluzbekistan.com)

| General management                                    | Average minimum | Average maximum |
|---|-----------------|-----------------|
| General Director/Executive Director/Managing Director | 45 000 000      | 136 000 000     |
| Head of Representative Office                         | 34 000 000      | 97 000 000      |
| IT Director/Technical Director                        | 31 000 000      | 113 000 000     |
| Sales/Business Development                            |                 |                 |
| Commercial Director                                   | 36 000 000      | 85 000 000      |
| Director of Sales and Business Development            | 29 000 000      | 42 000 000      |
| Sales and Business Development Manager                | 14 000 000      | 22 000 000      |
| Key Account Director                                  | 31 000 000      | 45 000 000      |
| Key Account Manager                                   | 17 000 000      | 34 000 000      |
| Director of work with partners                        | 28 000 000      | 39 000 000      |
| Account Manager/Distribution Manager                  | 14 000 000      | 25 000 000      |
| Director of Technical Sales Support                   | 26 000 000      | 42 000 000      |
| Technical Sales Support Engineer                      | 18 000 000      | 23 000 000      |
| Technical Sales Support Specialist                    | 10 000 000      | 15 000 000      |
| Junior Developer                                      | 5 000 000       | 13 000 000      |
| Middle Developer                                      | 17 000 000      | 28 000 000      |
| Senior Developer                                      | 28 000 000      | 65 000 000      |
| Project Manager                                       | 18 000 000      | 34 000 000      |
| Systems Analyst                                       | 14 000 000      | 34 000 000      |
| Business Analyst                                      | 12 500 000      | 45 000 000      |

# IT, TELECOM



## IT AUTOMATION

| General management                                    | Average minimum | Average maximum |
|---|-----------------|-----------------|
| General Director/Executive Director/Managing Director | 33 600 000      | 75 200 000      |
| Head of Representative Office                         | 29 900 000      | 65 800 000      |
| Sales/Business Development                            |                 |                 |
| Sales Director  | 19 150 000      | 29 900 000      |
| Sales Manager   | 14 300 000      | 23 900 000      |
| Key Account Manager                                   | 15 500 000      | 21 500 000      |
| Partner Manager                                       | 14 300 000      | 20 300 000      |
| Business Development Manager                          | 14 300 000      | 29 900 000      |
| Technology/R&D/Product Support                        |                 |                 |
| Product Manager                                       | 17 900 000      | 26 300 000      |
| Service engineer                                      | 7 200 000       | 14 300 000      |





**SALARY SURVEY**

# **LOGISTICS AND TRANSPORT**

# LOGISTICS AND TRANSPORT



**Nozima Azamat-Akhunova**

Consultant  
Logistics



[Nozima.Azamat-Akhunova@antaluzbekistan.com](mailto:Nozima.Azamat-Akhunova@antaluzbekistan.com)

| General management                                    | Average minimum | Average maximum |
|---|-----------------|-----------------|
| General Director/Executive Director/Managing Director | 35 000 000      | 90 000 000      |
| Head of Representative Office                         | 35 000 000      | 55 000 000      |
| Sales/Business Development/Operations                 |                 |                 |
| Commercial director                                   | 25 000 000      | 45 000 000      |
| Sales director  | 25 000 000      | 50 000 000      |
| Sales manager   | 11 000 000      | 25 000 000      |
| Sales specialist                                      | 12 000 000      | 22 000 000      |
| Key Account Manager                                   | 16 000 000      | 22 000 000      |
| Business development director                         | 30 000 000      | 40 000 000      |
| Business development manager                          | 16 000 000      | 25 000 000      |
| Project Manager                                       | 26 000 000      | 35 000 000      |
| Logistics, planning and purchasing                    |                 |                 |
| Customs Services Director                             | 25 000 000      | 30 000 000      |
| Customs Services Manager                              | 16 000 000      | 22 000 000      |
| Customs Services Specialist                           | 12 000 000      | 16 000 000      |
| Director of Operations                                | 30 000 000      | 40 000 000      |
| Head of Transportation                                | 20 000 000      | 30 000 000      |
| Warehouse director                                    | 20 000 000      | 32 000 000      |
| Warehouse manager                                     | 13 000 000      | 25 000 000      |
| Warehouse specialist                                  | 7 000 000       | 16 000 000      |
| Customer Relationship Manager                         | 10 000 000      | 19 000 000      |



**SALARY SURVEY**

# **INDUSTRIAL EQUIPMENT AND TECHNOLOGY**

# INDUSTRIAL EQUIPMENT AND TECHNOLOGY



**Elena Biglova**

Consultant  
Engineering



[Elena.Biglova@antaluzbekistan.com](mailto:Elena.Biglova@antaluzbekistan.com)

| General management                                       | Average minimum | Average maximum |
|--|-----------------|-----------------|
| General director/General manager/Chief executive officer | 50 000 000      | 80 000 000      |
| Head of Representative Office                            | 46 000 000      | 77 000 000      |
| Plant manager/Factory manager                            | 46 000 000      | 65 000 000      |
| Sales/Business Development                               |                 |                 |
| Sales director   | 22 000 000      | 37 000 000      |
| Technical Services Manager                               | 15 000 000      | 25 000 000      |
| Partner Manager  | 15 000 000      | 25 000 000      |
| Business development manager                             | 15 000 000      | 26 000 000      |
| Project Manager  | 15 000 000      | 26 000 000      |
| Production and engineering                               |                 |                 |
| Chief power engineer                                     | 15 000 000      | 25 000 000      |
| Quality director   | 15 000 000      | 30 000 000      |
| Quality manager  | 5 000 000       | 15 000 000      |
| Technical director                                       | 22 000 000      | 47 000 000      |
| Production manager                                       | 22 000 000      | 47 000 000      |
| Maintenance manager                                      | 22 000 000      | 47 000 000      |
| HSE manager  | 17 000 000      | 31 000 000      |
| CAPEX project manager                                    | 16 000 000      | 31 000 000      |
| CAPEX project engineer                                   | 10 000 000      | 17 000 000      |
| Shift manager  | 10 000 000      | 17 000 000      |
| Workshop manager   | 10 000 000      | 17 000 000      |





**SALARY SURVEY**

**FMCG**



# FMCG



## Nargiza Ruzayeva

Consultant  
FMCG & Agro Sales



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| General management                                       | Average minimum | Average maximum |
|--|-----------------|-----------------|
| General director/General manager/Chief executive officer | 40 000 000      | 100 000 000     |
| Head of representative office                            | 40 000 000      | 80 000 000      |
| Sales/Business Development                               |                 |                 |
| Commercial director                                      | 22 000 000      | 80 000 000      |
| Sales director   | 22 000 000      | 80 000 000      |
| Sales manager  | 12 000 000      | 35 000 000      |
| Sales specialist   | 8 000 000       | 20 000 000      |
| Key account director                                     | 30 000 000      | 50 000 000      |
| National key account manager                             | 17 000 000      | 28 000 000      |
| Key Account Manager                                      | 15 000 000      | 25 000 000      |
| Regional director/Distribution director                  | 20 000 000      | 78 000 000      |
| Area manager/Territory manager/District manager          | 18 000 000      | 68 000 000      |
| Business development director                            | 18 000 000      | 60 000 000      |
| Business development manager                             | 18 000 000      | 55 000 000      |
| Project Manager  | 15 000 000      | 37 000 000      |
| Marketing, PR and Digital                                |                 |                 |
| Marketing director/Head of marketing                     | 32 800 000      | 48 500 000      |
| Marketing manager  | 21 800 000      | 30 800 000      |
| Category manager   | 24 000 000      | 27 300 000      |
| Senior brand manager                                     | 21 800 000      | 25 100 000      |
| Brand manager  | 18 500 000      | 22 500 000      |
| Junior brand manager                                     | 15 200 000      | 18 500 000      |
| PR director  | 28 300 000      | 35 500 000      |
| PR manager   | 17 400 000      | 24 000 000      |
| PR specialist  | 15 200 000      | 17 400 000      |
| Market Research Manager                                  | 13 100 000      | 15 200 000      |
| Market Research Specialist                               | 12 000 000      | 15 500 000      |
| Head of trade marketing                                  | 16 300 000      | 30 200 000      |
| Trade marketing manager                                  | 15 500 000      | 21 800 000      |
| Trade marketing specialist                               | 12 000 000      | 15 500 000      |



| Production and engineering     | Average minimum | Average maximum |
|--------------------------------|-----------------|-----------------|
| Chief power engineer           | 15 000 000      | 28 500 000      |
| Quality director               | 15 000 000      | 28 500 000      |
| Quality manager                | 12 000 000      | 18 500 000      |
| Technical director             | 27 000 000      | 55 000 000      |
| Production manager             | 27 000 000      | 38 000 000      |
| Maintenance manager            | 27 000 000      | 38 000 000      |
| Head of laboratory             | 12 000 000      | 20 000 000      |
| HSE manager                    | 12 000 000      | 27 500 000      |
| CAPEX project manager          | 15 000 000      | 20 000 000      |
| CAPEX project engineer         | 12 000 000      | 18 000 000      |
| Shift manager                  | 12 000 000      | 18 000 000      |
| Workshop manager               | 12 000 000      | 18 000 000      |
| Technology/R&D/Product Support |                 |                 |
| New Product Manager            | 15 000 000      | 30 000 000      |
| R&D Director                   | 15 000 000      | 30 000 000      |



**SALARY SURVEY**

# **NATURAL RESOURCES**

# NATURAL RESOURCES



## Elina Sadykova

Managing Consultant  
B2B Logistic & Engeeniring



Elianna.Sadykova@antaluzbekistan.com



| General management                                       | Average minimum | Average maximum |
|--|-----------------|-----------------|
| General director/General manager/Chief executive officer | 44 000 000      | 99 000 000      |
| Regional Manager/Head of Representative Office           | 33 000 000      | 60 500 000      |
| Plant manager/Factory manager                            | 38 500 000      | 60 500 000      |
| Sales/Business Development                               |                 |                 |
| Commercial director                                      | 22 000 000      | 38 500 000      |
| Sales director   | 22 000 000      | 38 500 000      |
| Sales manager  | 13 200 000      | 19 800 000      |
| Sales specialist   | 8 800 000       | 16 500 000      |
| Key Account Manager                                      | 13 200 000      | 17 000 000      |
| Business development director                            | 22 000 000      | 30 250 000      |
| Business development manager                             | 16 500 000      | 22 000 000      |
| Project Manager  | 16 500 000      | 28 000 000      |

## METALLURGY AND MINING

| Production/Engineering/Technology                              | Average minimum | Average maximum |
|--|-----------------|-----------------|
| Drilling Supervisor/Head of Drilling and Explosive Works (BWD) | 16 000 000      | 25 800 000      |
| Geologist/Chief Geologist                                      | 11 200 000      | 32 100 000      |
| Chief Surveyor   | 9 000 000       | 16 000 500      |
| HSE manager  | 16 000 500      | 32 000 000      |
| Quality Control Manager/Director                               | 16 000 500      | 28 900 000      |
| Head of the Design and Construction Department                 | 16 000 500      | 35 400 000      |
| Chief Production Technologist                                  | 19 300 500      | 32 100 000      |
| Maintenance Manager  | 16 000 500      | 32 130 000      |
| Director of the mine/Executive Director                        | 48 190 000      | 96 390 000      |
| Director of Mining and Processing Plant                        | 48 190 000      | 96 390 000      |
| Director of Operations   | 32 130 000      | 48 190 500      |
| Head of the Service Department                                 | 22 510 000      | 38 580 500      |
| Project manager  | 20 870 000      | 48 120 500      |



# NATURAL RESOURCES

## OIL AND GAS PRODUCTION

| Production/Engineering/Technology                  | Average minimum | Average maximum |
|--|-----------------|-----------------|
| Chief Power Engineer                               | 20 500 000      | 51 400 000      |
| Production manager                                 | 38 502 500      | 64 260 000      |
| HSE manager  | 25 800 000      | 48 195 500      |
| Quality Control Director                           | 25 800 000      | 38 580 500      |
| Quality Control Manager                            | 11 250 500      | 20 875 500      |
| Process Engineer/Head of the Technology Department | 16 000 500      | 25 800 000      |
| Maintenance Manager                                | 16 000 500      | 32 130 000      |
| Field Automation Engineer                          | 16 000 500      | 25 800 000      |
| Operations Engineer                                | 9 750 500       | 20 870 500      |
| Service Engineer/Head of Service Department        | 11 260 500      | 32 130 000      |
| Drilling Manager                                   | 11 260 500      | 16 000 500      |
| Chief Geophysicist Engineer                        | 11 260 500      | 27 320 000      |
| Geologist  | 11 260 500      | 17 700 000      |

## OIL AND GAS PROCESSING

| Production/Engineering/Technology           | Average minimum | Average maximum |
|---|-----------------|-----------------|
| Production manager                          | 30 000 000      | 40 000 000      |
| Chief Technologist                          | 30 000 000      | 40 000 000      |
| Maintenance Manager                         | 30 000 000      | 40 000 000      |
| Chief mechanical engineer                   | 21 000 000      | 33 000 000      |
| HSE manager                                 | 18 000 000      | 45 000 000      |
| Quality Control Director                    | 18 000 000      | 35 000 000      |
| Quality Control Manager                     | 8 000 000       | 15 000 000      |
| Process Control Manager                     | 13 000 000      | 18 000 000      |
| Process Engineer                            | 11 000 000      | 15 000 000      |
| Project manager                             | 18 000 000      | 35 500 000      |
| Operations Engineer                         | 11 000 000      | 15 000 000      |
| Service Engineer/Head of Service Department | 15 000 000      | 36 000 000      |

## ELECTRIC POWER

| Production/Engineering/Technology | Average minimum | Average maximum |
|-----------------------------------|-----------------|-----------------|
| Director of Operations            | 45 000 000      | 80 000 000      |
| Director of Capital Construction  | 34 000 000      | 80 000 000      |
| Branch Director                   | 35 000 000      | 60 000 000      |
| Maintenance Manager               | 17 000 000      | 55 000 000      |
| Project manager                   | 17 000 000      | 30 000 000      |
| Energy Sales Manager              | 17 000 000      | 30 000 000      |





**SALARY SURVEY**

# **PROFESSIONAL SERVICES**

# PROFESSIONAL SERVICES



**Anastasia Radaeva**

Consultant  
Legal & Customer Service



[Anastasia.Radaeva@antaluzbekistan.com](mailto:Anastasia.Radaeva@antaluzbekistan.com)

| Sales/Business Development       | Average minimum | Average maximum |
|----------------------------------|-----------------|-----------------|
| Sales director                   | 25 000 000      | 28 000 000      |
| Sales manager                    | 13 000 000      | 17 000 000      |
| Sales specialist                 | 10 000 000      | 15 000 000      |
| Key account director             | 25 000 000      | 30 000 000      |
| Key Account Manager              | 17 000 000      | 20 000 000      |
| Business development director    | 20 000 000      | 27 000 000      |
| Business development manager     | 17 000 000      | 21 000 000      |
| System integration/IT consulting |                 |                 |
| Partner                          | 57 000 000      | 104 500 000     |
| Director/ Head of practice       | 34 500 000      | 80 500 000      |
| Manager                          | 20 700 000      | 34 500 000      |
| Consultant                       | 17 250 000      | 31 550 000      |
| Management Consulting/Tax/Audit  |                 |                 |
| Partner                          | 63 250 000      | 100 620 000     |
| Director/ Head of practice       | 43 700 000      | 51 750 000      |
| Manager                          | 17 250 000      | 27 025 000      |
| Consultant                       | 11 500 000      | 17 250 000      |



**SALARY SURVEY**

# **RETAIL**

# RETAIL



## Luiza Kurbanova

Consultant  
Retail & HoReCa



[Luiza.Kurbanova@antaluzbekistan.com](mailto:Luiza.Kurbanova@antaluzbekistan.com)



| General management                                       | Average minimum | Average maximum |
|--|-----------------|-----------------|
| General director/General manager/Chief executive officer | 50 000 000      | 170 000 000     |
| Head of Representative Office                            | 35 000 000      | 75 000 000      |
| Sales/Business Development                               |                 |                 |
| Sales director   | 33 000 000      | 70 000 000      |
| Business development director                            | 22 000 000      | 45 000 000      |
| Business development manager                             | 19 000 000      | 27 000 000      |
| Department Store/Shopping Center Manager                 | 13 000 000      | 25 000 000      |
| Store/Boutique director                                  | 13 000 000      | 27 000 000      |
| Retail director  | 27 000 000      | 60 000 000      |
| Area manager/Territory manager/District manager          | 17 500 000      | 35 000 000      |
| Marketing, PR and Digital                                |                 |                 |
| Marketing director/Head of marketing                     | 40 000 000      | 95 000 000      |
| Marketing manager  | 17 000 000      | 35 000 000      |
| Marketing Communications Manager                         | 13 500 000      | 25 000 000      |
| Marketing Communications Specialist                      | 7 000 000       | 13 500 000      |
| Market Research Manager                                  | 13 000 000      | 22 000 000      |
| Market Research Specialist                               | 6 500 000       | 12 500 000      |
| Head of trade marketing                                  | 18 000 000      | 30 000 000      |
| Trade marketing manager                                  | 10 000 000      | 20 000 000      |
| Trade marketing specialist                               | 7 000 000       | 15 000 000      |
| Security   |                 |                 |
| Director of Security                                     | 18 000 000      | 65 000 000      |
| Manager of Security                                      | 10 000 000      | 28 000 000      |
| Technical Security Manager                               | 8 500 000       | 15 500 000      |
| Manager of Labour Safety                                 | 8 500 000       | 15 500 000      |



**SALARY SURVEY**

# **CONSTRUCTION**



# CONSTRUCTION



**Elena Biglova**

Consultant  
Engineering



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## INDUSTRIAL AND COMMERCIAL CONSTRUCTION

| General management                                       | Average minimum | Average maximum |
|--|-----------------|-----------------|
| General director/General manager/Chief executive officer | 50 000 000      | 125 500 000     |
| Sales and business development                           |                 |                 |
| Commercial director                                      | 19 050 000      | 31 570 000      |
| Production and engineering                               |                 |                 |
| Technical director                                       | 31 500 000      | 47 360 000      |
| Director of Construction                                 | 47 500 000      | 78 900 500      |
| Chief Architect  | 47 500 000      | 78 950 500      |
| Architect  | 15 000 000      | 22 150 500      |
| Real Estate Director                                     | 19 100 000      | 34 800 000      |
| Real Estate Manager                                      | 6 300 500       | 15 780 000      |
| Project Manager  | 22 100 500      | 31 500 000      |
| Chief Design Engineer                                    | 31 500 000      | 47 370 000      |
| Coordinator of the Engineering Service                   | 9 500 000       | 22 120 500      |
| Head of Operation Service                                | 15 780 000      | 25 350 000      |
| Head of the Design Department                            | 15 780 000      | 31 570 000      |

# CONSTRUCTION



## PRODUCTION OF BUILDING MATERIALS AND CONSTRUCTIONS

| General management                             | Average minimum | Average maximum |
|--|-----------------|-----------------|
| Plant manager/Factory manager                  | 47 000 000      | 76 000 000      |
| Sales and business development                 |                 |                 |
| Commercial director                            | 19 000 000      | 28 000 000      |
| Sales director                                 | 19 000 000      | 28 000 000      |
| Sales manager                                  | 12 000 000      | 19 000 000      |
| Sales specialist                               | 9 000 000       | 15 000 000      |
| Key Account Manager                            | 12 000 000      | 20 000 000      |
| Partner Manager                                | 12 000 000      | 20 000 000      |
| Regional director/Distribution director        | 15 000 000      | 21 000 000      |
| Regional Sales Manager/Territory Sales Manager | 12 000 000      | 20 000 000      |
| Business development director                  | 22 000 000      | 30 000 000      |
| Business development manager                   | 16 000 000      | 21 000 000      |
| Project Manager                                | 16 000 000      | 24 000 000      |
| Production and engineering                     |                 |                 |
| Chief power engineer                           | 16 000 000      | 31 000 000      |
| Quality director                               | 12 000 000      | 31 000 000      |
| Quality manager                                | 10 000 000      | 16 000 000      |
| Technical director                             | 30 000 000      | 47 000 000      |
| Chief Architect                                | 31 000 000      | 73 000 000      |
| Production manager                             | 31 000 000      | 47 000 000      |
| Maintenance manager                            | 16 000 000      | 38 000 000      |
| Head of laboratory                             | 16 000 000      | 25 000 000      |
| HSE manager                                    | 13 000 000      | 31 000 000      |
| CAPEX project manager                          | 13 000 000      | 25 000 000      |
| CAPEX project engineer                         | 10 000 000      | 17 000 000      |
| Shift manager                                  | 11 000 000      | 20 000 000      |
| Workshop manager                               | 11 000 000      | 20 000 000      |
| Head of the Service Department                 | 15 000 000      | 28 000 000      |
| Service engineer                               | 11 000 000      | 15 000 000      |
| Commissioning Project Manager                  | 11 000 000      | 20 000 000      |



**SALARY SURVEY**

# **PHARMACEUTICALS**

# PHARMACEUTICALS



## Malika Rakhmatova

Managing Consultant  
B2C Sales & Marketing



Malika.Rakhmatova@antaluzbekistan.com



| General management   | Average minimum | Average maximum |
|--|-----------------|-----------------|
| General director/General manager/CEO/Head of representative office | 55 000 000      | 114 600 000     |
| Head of Department   | 45 500 000      | 65 000 000      |
| Marketing, PR  |                 |                 |
| Marketing director/Head of marketing                               | 38 200 000      | 45 500 000      |
| Marketing manager  | 30 500 000      | 38 700 000      |
| Product/Brand manager  | 22 500 000      | 28 300 000      |
| Senior brand manager   | 21 800 000      | 27 300 000      |
| Junior brand manager   | 15 000 000      | 18 000 000      |
| Sales and business development                                     |                 |                 |
| Commercial Department  |                 |                 |
| Commercial director  | 32 700 000      | 50 200 000      |
| Key account director (distributors)                                | 26 200 000      | 37 100 000      |
| Key account manager (distributors)                                 | 21 500 000      | 25 100 000      |
| Government   |                 |                 |
| Market Access manager  | 30 500 000      | 57 800 000      |
| GR Manager   | 32 700 000      | 40 000 000      |
| Pharmacy chains  |                 |                 |
| Key account manager (pharmacy chains)                              | 20 000 000      | 25 100 000      |
| Field force  |                 |                 |
| Sales director   | 27 500 000      | 32 700 000      |
| Sales director/National sales manager                              | 27 300 000      | 32 500 000      |
| Regional manager   | 21 800 000      | 27 300 000      |
| Key Account Manager  | 21 800 000      | 27 300 000      |
| Senior medical representative/Key account specialist               | 9 800 000       | 13 500 000      |
| Medical representative   | 7 600 000       | 10 900 000      |

# PHARMACEUTICALS



| Medical department            | Average minimum | Average maximum |
|-------------------------------|-----------------|-----------------|
| Medical director              | 26 200 000      | 30 800 000      |
| Medical manager               | 21 800 000      | 27 300 000      |
| Medical advisor               | 18 500 000      | 20 700 000      |
| Head of regulatory affairs    | 22 000 000      | 27 300 000      |
| Regulatory affairs manager    | 17 400 000      | 19 600 000      |
| Regulatory affairs specialist | 16 300 000      | 19 100 000      |
| Pharmacovigilance manager     | 19 600 000      | 21 800 000      |
| Pharmacovigilance specialist  | 16 400 000      | 18 500 000      |
| Clinical Trials               |                 |                 |
| Clinical trials manager       | 18 000 000      | 20 000 000      |
| Production and engineering    |                 |                 |
| Quality manager               | 12 000 000      | 15 800 000      |
| Production manager            | 24 000 000      | 45 500 000      |
| Maintenance manager           | 18 000 000      | 30 000 000      |
| Head of laboratory            | 15 000 000      | 20 000 000      |
| Shift manager                 | 12 000 000      | 15 500 000      |
| Workshop manager              | 12 000 000      | 15 500 000      |





**SALARY SURVEY**

# **CHEMICALS**

# CHEMICALS



## Nozima Azamat-Akhunova

Consultant  
Logistics



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### General management

|  | Average minimum | Average maximum |
|--|-----------------|-----------------|
| General director/General manager/Chief executive officer | 45 000 000      | 71 000 000      |
| Head of Representative Office                            | 35 000 000      | 55 000 000      |
| Plant manager/Factory manager                            | 25 500 000      | 50 000 000      |

### Sales/Business Development

|  |            |            |
|--|------------|------------|
| Sales director                                 | 30 000 000 | 50 000 000 |
| Sales manager                                  | 10 000 000 | 15 000 000 |
| Sales specialist                               | 6 000 000  | 10 000 000 |
| Key Account Manager                            | 12 000 000 | 20 000 000 |
| Partner Manager                                | 7 000 000  | 10 000 000 |
| Regional director/Distribution director        | 15 000 000 | 25 000 000 |
| Regional Sales Manager/Territory Sales Manager | 15 000 000 | 25 000 000 |
| Business development director                  | 30 000 000 | 50 000 000 |
| Business development manager                   | 15 000 000 | 40 000 000 |
| Project Manager                                | 8 000 000  | 15 000 000 |

### Production and engineering

|                        |            |            |
|------------------------|------------|------------|
| Chief power engineer   | 16 900 000 | 25 000 000 |
| Quality director       | 13 200 000 | 20 600 000 |
| Quality manager        | 6 000 000  | 8 000 000  |
| Technical director     | 10 000 000 | 15 000 000 |
| Production manager     | 13 000 000 | 22 000 000 |
| Maintenance manager    | 8 000 000  | 13 600 000 |
| Head of laboratory     | 7 000 000  | 12 000 000 |
| HSE manager            | 8 000 000  | 25 000 000 |
| CAPEX project manager  | 12 500 000 | 18 000 000 |
| CAPEX project engineer | 7 000 000  | 12 000 000 |
| Shift manager          | 5 000 000  | 8 000 000  |
| Workshop manager       | 8 000 000  | 15 000 000 |



# SALARIES BY DISCIPLINE

# SALARIES BY DISCIPLINE



## Dinara Mutalipova

Consultant  
HR (Recruitment & L&D & Admin)



Dinara.Mutalipova@antaluzbekistan.com

## ADMIN

| Admin                            | Average minimum | Average maximum |
|----------------------------------|-----------------|-----------------|
| Administrative director          | 12 000 000      | 30 000 000      |
| Administrator                    | 10 000 000      | 14 000 000      |
| Department assistant/Coordinator | 8 000 000       | 12 000 000      |
| Personal driver                  | 8 000 000       | 12 000 000      |
| Call-center operator             | 6 000 000       | 8 000 000       |
| Office-manager                   | 7 000 000       | 10 000 000      |
| Interpreter                      | 12 000 000      | 18 000 000      |
| Personal assistant               | 8 000 000       | 17 000 000      |
| Secretary/Receptionist           | 6 000 000       | 8 000 000       |



# SALARIES BY DISCIPLINE



**Laura Shakhnazarova**

Consultant  
IT&Digital



[Laura.Shakhnazarova@antaluzbekistan.com](mailto:Laura.Shakhnazarova@antaluzbekistan.com)

## INFORMATION TECHNOLOGY

| Information Technology            | Average minimum | Average maximum |
|-----------------------------------|-----------------|-----------------|
| IT Director/Head of IT Department | 30 000 000      | 70 000 000      |
| IT Manager                        | 20 000 000      | 30 000 000      |
| Project Manager                   | 15 000 000      | 37 000 000      |
| IT Specialist                     | 10 000 000      | 18 000 000      |
| Business/System Analyst           | 15 000 000      | 25 000 000      |
| Head of development team          | 23 000 000      | 35 000 000      |
| Developer                         | 15 000 000      | 30 000 000      |
| Consultant (ERP/CRM)              | 16 000 000      | 30 000 000      |
| Lead Tester/Testing Engineer      | 13 000 000      | 20 000 000      |
| Information Security Manager      | 20 000 000      | 30 000 000      |
| Information Security Specialist   | 13 000 000      | 24 000 000      |
| Service Engineer                  | 10 000 000      | 10 000 000      |
| System Administrator              | 10 000 000      | 28 000 000      |
| Technical Support Specialist      | 10 000 000      | 15 000 000      |
| Network Engineer                  | 10 000 000      | 18 000 000      |



# SALARIES BY DISCIPLINE



**Amir Adilov**

Consultant  
IT&Digital



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## MARKETING, PR AND DIGITAL

| Marketing, PR and Digital  | Average minimum | Average maximum |
|----------------------------|-----------------|-----------------|
| Marketing director         | 27 300 000      | 75 000 000      |
| Marketing manager          | 21 800 000      | 30 50 0000      |
| Product director           | 26 200 000      | 47 200 000      |
| Brand manager              | 19 600 000      | 37 100 000      |
| Brand specialist           | 15 500 000      | 17 400 000      |
| PR director                | 27 000 000      | 45 000 000      |
| PR manager                 | 21 800 000      | 27 300 000      |
| PR specialist              | 15 300 000      | 17 400 000      |
| Market research manager    | 14 100 000      | 17 000 000      |
| Market research specialist | 10 500 000      | 15 000 000      |
| SMM                        | 9 200 000       | 11 000 000      |
| GR manager                 | 18 500 000      | 27 300 000      |
| Marketing analyst          | 13 100 000      | 16 400 000      |
| Customer support manager   | 9 000 000       | 13 200 000      |

# SALARIES BY DISCIPLINE



## Dinara Mutalipova

Consultant  
HR (Recruitment & L&D & Admin)



[Dinara.Mutalipova@antaluzbekistan.com](mailto:Dinara.Mutalipova@antaluzbekistan.com)

## HUMAN RESOURCES

| Human Resources                    | Average minimum | Average maximum |
|------------------------------------|-----------------|-----------------|
| HR director                        | 34 600 000      | 90 000 000      |
| HR manager / HR business partner   | 22 400 000      | 35 800 000      |
| HR specialist                      | 13 400 000      | 18 800 000      |
| Learning & development manager     | 20 000 000      | 37 700 000      |
| Learning & development specialist  | 15 600 000      | 22 400 000      |
| Compensation & benefits manager    | 25 600 000      | 42 500 000      |
| Compensation & benefits specialist | 17 400 000      | 28 200 000      |
| Head of recruitment                | 15 000 000      | 22 800 000      |
| Recruitment specialist             | 6 500 000       | 16 000 000      |
| HR administration manager          | 10 600 000      | 17 800 000      |
| HR administration specialist       | 8 000 000       | 18 200 000      |

# SALARIES BY DISCIPLINE



**Nozima Azamat-Akhunova**

Consultant  
Logistics

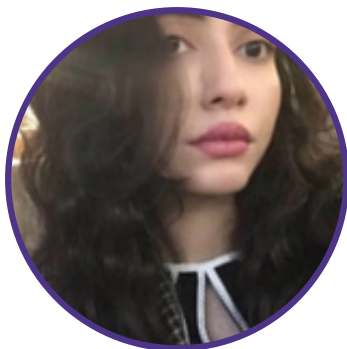


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## SUPPLY CHAIN, PROCUREMENT

| Supply chain, procurement   | Average minimum | Average maximum |
|-----------------------------|-----------------|-----------------|
| Supply chain director       | 40 000 000      | 85 000 000      |
| Head of customer service    | 27 000 000      | 45 000 000      |
| Customer service manager    | 17 000 000      | 22 500 000      |
| Customer service specialist | 6 500 000       | 10 000 000      |
| Head of planning            | 25 000 000      | 40 000 000      |
| Planning manager            | 10 000 000      | 18 000 000      |
| Planning specialist         | 8 000 000       | 12 500 000      |
| Head of logistics           | 25 000 000      | 65 000 000      |
| Logistics manager           | 15 000 000      | 35 000 000      |
| Logistics specialist        | 7 500 000       | 15 000 000      |
| Head of purchasing          | 25 000 000      | 60 000 000      |
| Purchasing director         | 25 000 000      | 60 000 000      |
| Purchasing manager          | 15 000 000      | 27 500 000      |
| Purchasing specialist       | 10 000 000      | 17 500 000      |
| Project manager             | 18 200 000      | 30 000 000      |
| Warehouse director          | 25 000 000      | 40 000 000      |
| Warehouse manager           | 14 000 000      | 28 000 000      |
| Warehouse specialist        | 7 000 000       | 11 000 000      |

# SALARIES BY DISCIPLINE



**Nafisa Fazylova**  
Senior Consultant  
Finance & Accounting



[Nafisa.Fazylova@antaluzbekistan.com](mailto:Nafisa.Fazylova@antaluzbekistan.com)

## FINANCE AND ACCOUNTING

| Finance and accounting                   | Average minimum | Average maximum |
|--|-----------------|-----------------|
| Finance Director/CFO                     | 60 000 000      | 100 000 000     |
| Head of Finance/Finance Manager          | 35 000 000      | 45 000 000      |
| Financial Controller/Business Controller | 30 000 000      | 40 000 000      |
| Finance Reporting Manager                | 35 000 000      | 45 000 000      |
| Finance Analyst                          | 20 000 000      | 30 000 000      |
| Internal Audit Manager                   | 35 000 000      | 45 000 000      |
| Internal Auditor                         | 25 000 000      | 35 000 000      |
| Chief Accountant                         | 30 000 000      | 60 000 000      |
| Accountant                               | 15 000 000      | 20 000 000      |
| Tax Manager                              | 35 000 000      | 50 000 000      |
| Treasury Manager                         | 45 000 000      | 60 000 000      |

# SALARIES BY DISCIPLINE



**Anastasia Radaeva**

Consultant  
Legal & Customer Service



[Anastasia.Radaeva@antaluzbekistan.com](mailto:Anastasia.Radaeva@antaluzbekistan.com)

| LEGAL AND COMPLIANCE                  | Average minimum | Average maximum |
|---------------------------------------|-----------------|-----------------|
| <b>Banking and financial services</b> |                 |                 |
| Legal Director                        | 38 280 250      | 65 000 000      |
| Compliance Director                   | 21 875 000      | 46 000 000      |
| Compliance Manager                    | 12 000 000      | 15 000 000      |
| Head of Legal                         | 38 280 250      | 55 000 000      |
| Senior Lawyer                         | 27 000 000      | 32 000 000      |
| Junior Lawyer                         | 15 000 000      | 20 000 000      |
| <b>IT and Telecom</b>                 |                 |                 |
| Director/Head of Legal and Compliance | 39 000 000      | 57 000 000      |
| Head of Legal/General Counsel         | 40 000 000      | 56 000 000      |
| Sole Lawyer                           | 26 000 000      | 48 000 000      |
| Senior lawyer/Legal Counsel           | 30 000 000      | 35 000 000      |
| Privacy Lawyer                        | 18 000 000      | 25 000 000      |
| IP Lawyer                             | 17 000 000      | 30 000 000      |
| Lawyer                                | 16 000 000      | 26 000 000      |
| <b>FMCG</b>                           |                 |                 |
| Head of Legal/General Counsel         | 37 000 000      | 50 000 000      |
| Legal and Compliance Director         | 27 000 000      | 50 000 000      |
| Compliance Manager                    | 15 000 000      | 25 000 000      |
| Lawyer                                | 14 000 000      | 24 000 000      |
| Senior lawyer/Legal Counsel           | 20 000 000      | 29 000 000      |
| Sole Lawyer                           | 36 000 000      | 48 000 000      |
| <b>Industrial</b>                     |                 |                 |
| Legal Director                        | 30 000 000      | 55 000 000      |
| Sole Lawyer                           | 30 000 000      | 45 000 000      |
| Senior lawyer/Legal Counsel           | 25 000 000      | 31 000 000      |
| Lawyer                                | 14 000 000      | 25 000 000      |



# SALARIES BY DISCIPLINE



| LEGAL AND COMPLIANCE                         | Average minimum | Average maximum |
|--|-----------------|-----------------|
| <b>Retail</b>                                |                 |                 |
| Legal Director                               | 30 000 000      | 55 000 000      |
| Head of Legal/General Counsel                | 30 000 000      | 45 000 000      |
| Senior lawyer/Legal Counsel                  | 25 000 000      | 28 000 000      |
| RE Lawyer                                    | 20 000 000      | 29 000 000      |
| Lawyer                                       | 14 000 000      | 23 000 000      |
| <b>Pharmaceuticals</b>                       |                 |                 |
| Legal and Compliance Director                | 40 000 000      | 65 000 000      |
| Head of Legal/General Counsel                | 40 000 000      | 65 000 000      |
| Compliance Director/Chief Compliance Officer | 25 000 000      | 30 000 000      |
| Compliance Manager                           | 12 000 000      | 15 000 000      |
| Sole Lawyer                                  | 40 000 000      | 50 000 000      |
| Senior lawyer/Legal Counsel                  | 25 000 000      | 28 500 000      |
| Lawyer                                       | 15 000 000      | 23 000 000      |

# ABOUT ANTAL UZBEKISTAN



Antal International entered the CIS market in 1994, with a representative office in Tashkent since 2019. The company provides services in middle management recruitment, outstaffing, specialized salary surveys and other HR services.

Professionalism and responsibility of our consultants in relations with clients ensure a high level of service at all stages of interaction.

Our clients work in virtually all industries, including FMCG, retail, pharmaceuticals, medical devices, IT, financial services and banks, engineering, natural resources, consulting and legal services, logistics and transportation, agriculture and others.

We help candidates find jobs in disciplines such as finance and accounting, sales, marketing and PR, information technology, supply chain management, e-commerce and many others.

## OUR SERVICES

- Executive search
- Middle Management recruitment
- Entry Level Staff Recruitment
- Mass recruitment
- Outsourcing & Outstaffing
- RPO (Recruitment Process Outsourcing)
- Customized Labour Market Surveys
- IT-outsourcing
- HR consulting
- Trainings
- Personal Profile Analysis
- Outplacement
- Career consulting



[ANTALUZBEKISTAN.COM](https://antaluzbekistan.com)

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# CUSTOMIZED LABOUR MARKET SURVEYS

**SALARY SURVEY** – is an analytical report which provides data for specific positions in your chosen region and industry.

A salary survey will give you:

- Information about salaries and compensation packages in your industry.
- The opinion of your target group about the pros and cons of your company and your competitors.

## Survey for each position includes:

- Salary statistics are divided into three sections:
  1. Fixed salary (GROSS)
  2. Premiums, extras, bonuses (per month)
  3. Average total monthly income (GROSS)
- A description of standard compensation package for this position.
- Infographics for a clearer visual presentation of data.

Antal conducts a wide range of labour market surveys for companies in different industries in Russia and the CIS.

## A salary survey will help you:

- Draw up your budget
- Fight staff turnover
- Compare salaries in your company with the market average
- Assess regional levels of salaries
- Discuss salaries with your employees in a well-argued way
- Shape company structure and job profiles
- Find new incentives for your staff
- Strengthen your HR brand



**For more information and a sample report, please email to: [info@antaluzbekistan.com](mailto:info@antaluzbekistan.com)**



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WEBSITE**

**[ANTALUZBEKISTAN.COM](http://ANTALUZBEKISTAN.COM)**

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